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УРАДНИ СЛОВО
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In Two Sections

Section Two

Advertising & Selling

Index For Volume Seven

May 5, 1926, to October 20, 1926, Inclusive

*To facilitate reference, this
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9 East 38th Street

New York

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Bureau of Standards

MAY 10 1926

Advertising & Selling

PUBLISHED FORTNIGHTLY



Drawn by Ray C. Dreher for Boston Insurance Co.

MAY 5, 1926

15 CENTS A COPY

In this issue:

"The New American Tempo" By ROBERT R. UPDEGRAFF; "Shall We Sell Our Goods Direct?" By H. B. FLARSHEIM; "History Outline of Advertising" By HENRY ECKHART; "Merchandise For Filling Stations" By H. A. HARING; "Lazy Selling" By H. P. ROBERTS; "Ned Ludd's Revenge" By K. M. GOODE

HERE IS THE AUTOMOTIVE INDUSTRY'S 1926 "FOLLOW-UP" IN CHICAGO

1926 automotive sales in Chicago promise to run well ahead of 1925, a year in which all records were broken. Here are noteworthy facts bearing upon this growth of sales:

In 1925, when the total advertising of cars and trucks in Chicago newspapers was increased 16% over 1924, the increase in The Chicago Daily News was 40%. Including accessories the increase for all papers was 11%, and for The Daily News 30%.

In the first three months of 1926 the total Chicago newspaper advertising of cars and trucks was increased about 40% over the same period of 1925, while the increase in The Chicago Daily News was 80%. With accessories included the increase for all papers was 35%, while the increase in The Chicago Daily News was 59%.

Sales of automobiles in Cook county (exclusive of Fords) in 1925 increased about 18% over 1924. Reports from the dealers indicate that sales in 1926 are running well ahead of 1925. The concentration of automotive advertising in The Daily News, the family newspaper which Chicago people read habitually, is paying the automotive industry as remarkably as it pays Chicago advertisers in other lines.

The Daily News leads Chicago daily papers in both automotive display advertising and total display advertising. The record for the first three months of 1926 is:

Automotive Display Advertising

THE DAILY NEWS	249,689 lines
Next paper	201,292 lines

Total Display Advertising

THE DAILY NEWS	4,144,773 lines
Next paper	3,409,471 lines



THE CHICAGO DAILY NEWS

First in Chicago


ADVERTISING REPRESENTATIVES

NEW YORK
J. B. Woodward
110 E. 42d St.

DETROIT
Woodward & Kelly
Fine Arts Building


CHICAGO
Woodward & Kelly
360 N. Michigan Ave.


SAN FRANCISCO
C. Geo. Krogness
353 First Nat'l Bank Bldg.



**Quick—bulky—
full of MOISTURE**


*Williams lather softens the beard
—leaves the skin glove-smooth*






FREE May 10 NOV

THE J. B. WILLIAMS COMPANY
Dept. 4, 31, 1st Ave., Conn.
Hartford, Conn.




**These
Cold Days
your face needs
AFTER-SHAVING care.**

On the face of a man, the cold days of winter are a real enemy. It leaves the skin dry and itchy, and it makes the beard stiff and unmanageable. It is a simple matter to keep the skin soft and the beard pliable by using a little of the Williams After-Shaving Cream. It softens the skin, soothes the beard, and leaves the face feeling like a baby's skin. It is a simple matter to keep the skin soft and the beard pliable by using a little of the Williams After-Shaving Cream. It softens the skin, soothes the beard, and leaves the face feeling like a baby's skin.



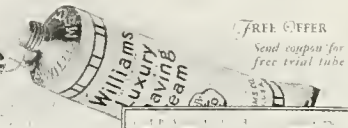
FREE OFFER
CLIP AND MAIL COUPON

MADE BY THE MAN WHO
WILLIAMS SHAVING CREAM



**This
LATHER
really
saturates the Beard
makes shaving easy—
leaves the skin glove-smooth**

Take a look at the Williams Lather. It is a simple matter to keep the skin soft and the beard pliable by using a little of the Williams Lather. It softens the skin, soothes the beard, and leaves the face feeling like a baby's skin. It is a simple matter to keep the skin soft and the beard pliable by using a little of the Williams Lather. It softens the skin, soothes the beard, and leaves the face feeling like a baby's skin.



FREE OFFER
Send coupon for
free trial tube

A Real Tip!

Facts need never be dull

A good salesman must not only have all the facts about his product at his finger-tips, but must be able to present those facts in a way that will interest prospects.

The Richards Company operates on the same principle—**facts first**—as a sound basis on which to work; then **advertising**—based upon the facts—advertising so interesting that those facts will be read.

Joseph Richards Company, Inc., 251 Park Avenue, New York City.

RICHARDS . . . *Facts First* . . . *then Advertising*



Penetration

A DAILY CITY circulation of 31,398 (The Indianapolis News, publisher's statement to the A. B. C. for the three months ending 3 31/26) would be inconsiderable in New York City and impossible in Elmira, N. Y. In Indianapolis, Indiana, it is just right, an adequate, complete, intensive coverage of the city—one copy circulated daily to every 4.3 persons.

IN one of the ritzy North Meridian-Washington Boulevard substation areas on Indianapolis' North Side, there are 2444 families. The News circulation is 2427.

Down on the South Side, in a typical district, opposite as the poles in character, there are 2005 families. The News circulation is 1981.

That's *penetration*. Not a spotty distribution, but concentrated alike where wealth is classed as "income" and where money means the weekly pay envelope—smooth, complete, intensive coverage of the whole city, regardless of social standing, theoretical buying power or actual standards of living.

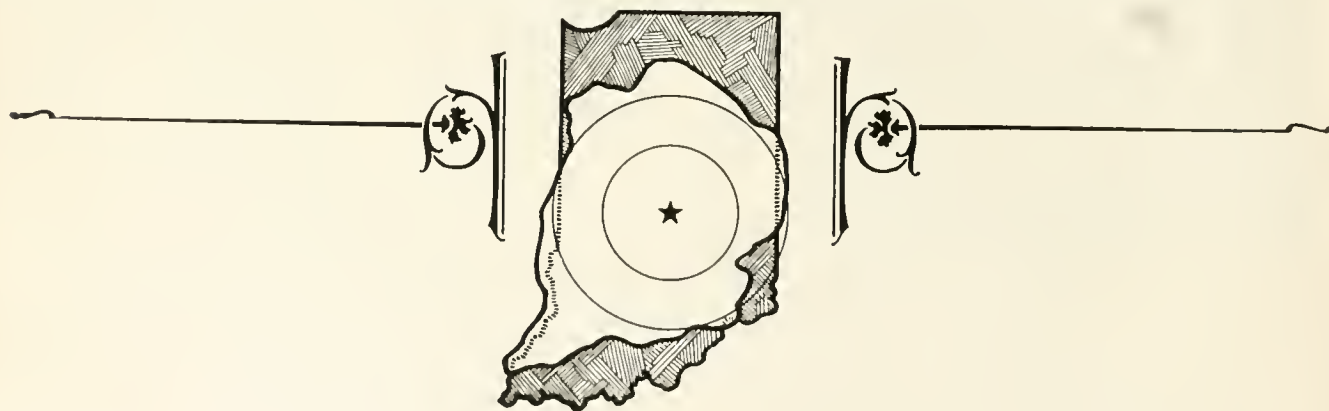
Who knows where the dividing line between

luxury products and bare necessities is? Reaching *everybody* is the safest course.

The News has "mass" circulation and it has "class" circulation, too, for it has *all* the circulation in Indianapolis worth having.

One copy to every 4.3 persons in the city! And 4.1 persons is the Census Bureau statistical family. The daily morning paper, computed on the same basis, circulates one copy to every 8.0 persons, the other evening paper one copy to 9.5. Both other daily papers *together* have lesser coverage than that of The News alone. *Only 5.4% of The News city circulation is street sales!*

In the 45-mile radius, The News circulates one copy to each 7.5 persons, a higher penetration in the whole suburban area than the second daily paper in the city *alone*.



THE INDIANAPOLIS NEWS

New York, DAN A. CARROLL
110 East 42nd Street

FRANK T. CARROLL, Advertising Director

Chicago, J. E. LUTZ
The Tower Building

Page 5—The News Digest

E. Wesley Herner

Formerly with Donovan-Armstrong, Philadelphia, and more recently with the Fleisher Yarn Co., same city, has joined the staff of Street & Finney, New York, as vice-president and account executive.

Ajax Advertising Agency

New York, will direct advertising for the Davidson Radio Corporation, Brooklyn; the Brooklyn Metal Stamping Corporation, same city; the Federal White Cross Co., New York, and Sylkraft, an imported textile paint.

The Sphinx Club

New York, elected the following officers for the coming season: president, James P. Gilroy; vice-presidents, John Irving Romer, James Wright Brown, Preston P. Lynn, Charles Dana Gibson, George Ethridge, and William H. Rankin. Sir Charles Higham of London was guest of the club at its annual ladies' dinner and dance at the Waldorf. George McManus, cartoonist, and Charles Dana Gibson were speakers.

Churchill-Hall, Inc.

New York, will direct advertising for Frank A. Hoppe, Inc., Philadelphia, makers of Hoppe's nitro powder solvent, and Hoppe's lubricating oil and gun grease.

A. N. P. A. Bureau of Advertising

At a recent meeting re-elected William F. Rogers, *Boston Transcript*, chairman; Garry Chandler, *Los Angeles Times*, vice-chairman, and Howard Davis, *New York Herald Tribune*, treasurer. Two new members were appointed to the committee in charge by John Stewart Bryan, *Richmond News-Leader*, newly elected president of A. N. P. A. They are F. I. Ker, *Hamilton (Ont.) Spectator*, succeeding W. C. R. Harris, *Toronto Star*, and Walter A. Strong, *Chicago Daily News*, succeeding John B. Woodward.

The remainder of the committee was reappointed as follows: William J. Hofmann, *Portland Oregonian*; Fleming Newbold, *Washington Star*; David B. Plumb, *Troy Record*; Allison Stone, *Providence Journal*; Louis Wiley, *New York Times*; E. W. Parsons, *Chicago Tribune*; Charles D. Atkinson, *Atlanta Journal*; John S. McCarens, *Cleveland Plain Dealer*; Frank H. Burgess, *La Crosse (Wis.) Tribune*, and David E. Town, *Hearst newspapers*. The Bureau's Chicago office has moved from the Marquette Building to 59 East Madison Street.

Morgan W. Daboll

Treasurer and a director of Horatio Camp's Advertising Agency, New York, died on May 2 in the same city. As a young man he entered the employ of Holt & Company, flour exporters, with whom he remained twenty years. Subsequently he became associated with the Camp agency.



The Thumbnail Business Review

By Floyd W. Parsons

THE action of the stock market in showing a little more stability at its present level has helped materially in brightening the business outlook. The great danger is that stocks have not by any means reached the bottom of their downward swing. The lowest level touched this year was still nearly 18 points above the bottom of the March reaction of 1925. It was also 25 points above the top of the bull movement of 1922, and 19 points above the top of the boom of 1919.

Secretary Mellon asserts that the credit situation is sound. In recent weeks industrial output has shown an increase, while wholesale prices have continued to fall, reaching the lowest level since 1924. The most important declines have taken place in grains, cotton, wool, silk, coke and rubber. Car loadings continue high; grain exports are gaining; the demand for motor buses continues heavy, and there is not yet any clear evidence that we are approaching a severe slump in the sales of passenger cars. More than 12 per cent of our present production of automobiles is shipped abroad and it is quite possible that increased exports will help to offset any decline in domestic sales.

The agricultural outlook is fairly good. A heavy yield of wheat is expected in the Southwest, but the estimates for other regions indicate not more than an average crop. The late, cold spring weather has hurt corn. It has also reduced buying in agricultural regions and tended to slow up business. The index of trade activity has declined about eight points in six weeks.

While we are justified in hoping that we will avoid a major reaction in industry, it is rather too much to expect that the indicated readjustment in business has already been completed.

Wells Advertising Agency

Boston, will direct advertising for the L. L. Brown Paper Co., Adams, Mass., makers of Brown's linen ledger and other high grade papers.

W. P. Hamann

Recently sales and advertising manager of The Skywriting Corporation of America and formerly with the Eastern national advertising department of the *Chicago Tribune*, has joined the Eastern advertising staff of *Liberty Magazine*.

The Arthur Hirshon Company, Inc.

New York, will direct advertising for the Paris-Hecker Company, manufacturers of Princess Royal Underwear.

The Fifth Annual Exhibition of Advertising Art of the Art Directors' Club

New York, will be held at the Art Center, 65-67 East Fifty-Sixth Street, from May 5 to 30. For the duration of this exhibit the galleries will be kept open until 9 p. m., daily, except Sundays.

The John Budd Company

New York, announce the future course of the company following upon the death of John Budd, the president. By his will, Mr. Budd distributed practically all of the stock of the corporation which he had not already given during his life time, to the following associates, who will henceforth continue the business: J. Frank Duffy and Edmund Hume of the New York office; Sylvester Blish, Mary M. Crowley, J. A. Kowalski, and Harry Mosier of the Chicago office; C. W. Wessel of the St. Louis office; and John Caldwell Myers, head of a prominent law firm in New York and for many years Mr. Budd's intimate friend and attorney. The new officers of the company are: J. Frank Duffy, president; Harry Mosier, vice-president, and Edmund Hume, secretary and treasurer.

Charles C. Green Advertising Agency, Inc.

Philadelphia office will direct advertising for the Lehigh & New England Terminal Warehouse Company, Bethlehem, Pa.

Major Cris M. Burlingame

Formerly with the Alexander Hamilton Institute, and previously educational director and vocational training expert in the U. S. Army, has joined The Burlingame Company, Inc., direct mail advertising producers, Chicago, where he will head the technical consulting staff.

George J. Kirkgasser & Company

Chicago, will direct advertising for the Baur Lock Company, same city, manufacturers of Baur Automobile Locks, and for the Kinite Corporation, Milwaukee, makers of a new alloy used in the manufacture of dyes.

[ADDITIONAL NEWS ON OTHER PAGES]

Fifth Avenue!

Mecca for shoppers the country over—and Mecca for advertisers who seek the favor of this foremost of markets.

The New Yorker is outstandingly favored by the people who buy here—and by the merchants who sell here.

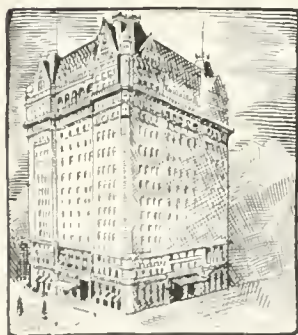


What can explain this extraordinary reception?

THE swift astounding success of The New Yorker with the public has raced its circulation in little more than a year to a point crowding the fifty thousand mark. Nearly all of it in Quality New York.

But its success with the public has been matched by an even more noteworthy recognition by advertisers. Advertisers—local and national—have scheduled in The New Yorker more than 2500 pages of advertising in the year ahead: an average of more than 50 pages to the issue.

Those astute moulders of New York's buying opinions, the great Fifth Avenue merchants, were first to discover The New Yorker. They added it eagerly to their selling plans because it offers concentration and dominance in New York's quality market



The newsstand manager of the Plaza says, "When The New Yorker comes out on Friday it rivals the morning newspapers in sales. It has long been one of our best sellers and to the class of people we like to do business with."

—and a prestige value hitherto acquired only by the expensive purchase of national periodicals.

Now national advertisers by the score are also addressing The New Yorker's selected audience; because in addition to its prestige value, it offers a superlative opportunity for direct sales.

Recognition Wholesale

It has been the country's finest advertisers, too, who have been first in their recognition: advertisers of fine motor cars, Rolls Royce, Packard, Pierce Arrow, Lincoln, Marmon and many others; the makers of hats and gowns, shoes and lingerie and silk hose and wearing apparel of every kind; railway and steamship lines; book publishers; makers of the finest perfumes and cigarettes: a great group of enterprising advertisers in every field.

It is hard to say which is of the greater significance: This adoption of The New Yorker by these most discriminating of all buyers of advertising in the national field; or the advertising of the retail merchants published under that severest of all tests, the direct sale in the store.

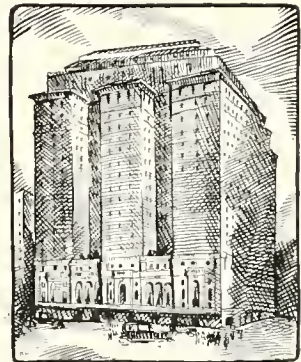
To national advertisers, at any rate, there is a double significance in the regular use of The New Yorker by New York's great stores and finest specialty shops.

It is irrefutable evidence of the fact that store executives, merchandise men and buyers of New York's stores are watching The New Yorker with the keenest of interest.

Where can the national advertiser place his advertising with a greater certainty of its exposure to the attention of those people who in New York have to do with the stocking and pushing of his merchandise?



George Brown, the newsstand manager of the Ambassador, says, "We average more New Yorkers per week than any other magazine. Most of our regular customers are guests of the Ambassador."



H. A. Maccabe, in charge at the Roosevelt Hotel, "I believe we sell more New Yorkers than any other one magazine on our stands and most of them go to the permanent guests of the Roosevelt."

THE NEW YORKER

RAYMOND B. BOWEN
Advertising Manager

25 West 45th Street, New York

The Columbus Dispatch

OHIO'S GREATEST HOME DAILY

FIRST 106,451

In News

There is no veil of mystery over the Dispatch's constantly exceeding all other Columbus newspapers. Its great leadership is built upon sound reader interest and confidence. It renders complete service to readers. During the first quarter of 1926 the Dispatch printed 4,449,189 lines of news exceeding the other evening paper by 2,741,130 lines.

In Circulation

The superior news service of the Dispatch is reflected in its circulation which has grown from 72,534, April 1st, 1922, to 106,451, April 1st, 1926, greatly exceeding that of all other Columbus newspapers in City, Suburban and Country circulation. Analysis shows that 94%, or 100,400 is concentrated in the 33 Ohio counties shown on the map.

In Advertising

Advertisers used 5,345,741 paid lines in the Dispatch during January, February and March, a gain of 422,050 lines over the first quarter of 1925. The total advertising for the three months exceeded the linage in the other newspapers combined by 709,885 lines. During 1925 the Dispatch was FIRST in Ohio in advertising volume, publishing 2,648,383 lines more than any other newspaper.

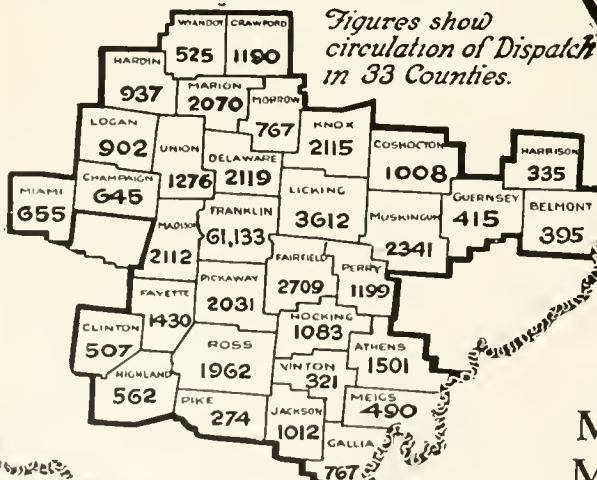
Average Daily
Net Paid
Circulation
for the
Six Months
Period
Ending
April
1st
1926

33

Of Ohio's
Great and
Resourceful
Counties—
Comprise the
Great Central
Ohio Market
Covered by the
Columbus Dispatch

OHIO

Figures show
circulation of Dispatch
in 33 Counties.



The Columbus Dispatch.

HARVEY R. YOUNG
Advertising Director

O'MARA & ORMSBEE, Inc.

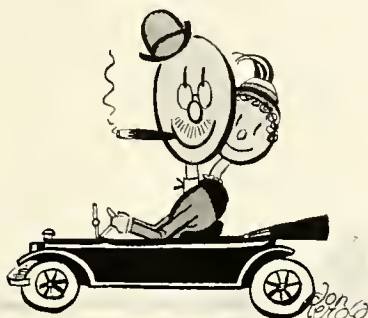
New York, Chicago,
Detroit, San Francisco

A
Major
Market
of 1,250,000
Consumers

L i f e presents ...

Andy Consumer

Reproduced from a full page in LIFE



I INSIST ON PAYING THAT \$1

MRS. CONSUMER and I have decided to buy a pretty little HORDE car. Watch our monoxide!

I understand that \$1 out of the price of every HORDE car is spent for advertising. And I, Andy Consumer, get stuck for that dollar, because I am the guy who pays and pays and pays.

They take \$1 off of me and turn around and spend it for advertising. It's highway robbery!

Well, this is once I WANT TO GET STUCK. I insist on paying that \$1

About a couple years ago Mr. HORDE decided to advertise. He was already doing pretty well, but he wanted to do better. He de-

cided to nick \$1 off of every HORDE and spend it in magazines, newspapers, etc. I thought HORDES would go up \$1 each. Did they? No.

No, they have come down several times the last year or so. The advertising that dollar has bought has sold so many more HORDES that Mr. HORDE can make 'em for less and sell 'em about as cheap as tricycles.

If it weren't for that advertising (that \$1) I might have to pay \$50 more for my HORDE. And I'll spend \$1 any day to make \$49.

That dollar's worth of advertising is the best little spare part on a whole HORDE.

Andy Consumer

THE NATIONAL ADVERTISER BETS HIS
ADVERTISING MONEY THAT HIS PRODUCT IS RIGHT

(Everybody hangs economic morals on the Ford. Excuse Andy for hanging another. But everybody knows Ford is advertising and everybody knows Ford prices have gone down and down, so Andy could not resist putting two and two together. (There are now some 7,000,000 Fords on the road. Each issue of LIFE may have this much circulation, depending on how many people read each copy.)

NATIONAL advertisers have spent more than fifteen million dollars for space in little old LIFE.

"Well," said we, a few months ago, "seems as if we ought to make some sort of gesture of appreciation."

Naturally, having received fifteen million dollars for advertising space, we regard advertising as a fine thing. It occurred to us that we might thank national advertisers for their years of patronage by telling the great public (out THERE) what a fine thing advertising is for THEM.

Instantly we invented Andy Consumer—a typical consumer—and put the profound doctrine of advertising economics on his idiomatic tongue.

Some say it is the best advertising that advertising has ever had.

ANDY CONSUMER'S talks on advertising are published in pamphlet form. If you can distribute copies to salesmen, dealers or customers, LIFE will gladly furnish, at cost, reprints or plates of this series

L i f e

127 Federal Street
BOSTON, MASS.

598 Madison Avenue
NEW YORK, N. Y.

360 N. Michigan Avenue
CHICAGO, ILL.

PHOTO-ENGRAVING *proclaims the Emancipation of Women*



HOW PICTURES LEAD THE WAY FROM
ARTIFICE TO ART . . . *By JAMES WALLEN*

SINCE Jenny Lind sang in Castle Garden, woman has achieved a new silhouette. Photo-engraving, likewise, has won a new freedom . . . Woman in today's corset-lette is as sleek as a Greek girl captured in a bronze by Paul Manship. In the copper plate of the photo-engraver she is pictured to the life to captivate the multitudes.

THE AMERICAN PHOTO-ENGRAVERS ASSOCIATION,
mentors of progress, wish to send you their booklet,
"The Relighted Lamp of Paul Revere"



Courtesy of LILY OF FRANCE CORSET COMPANY

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES ♦ 863 MONADNOCK BLOCK ♦ CHICAGO

Add Extra, Special Effort in the Northern Nine Counties—



THE Northern Nine Counties of New Jersey represent one of the great worth-while markets of America.

It is a part of the New York Metropolitan market—a full fourth of it, in fact; on a parity with either Manhattan or Brooklyn, and greater than all of the rest of the Metropolitan market put together.

It is great, moreover, in itself; high in the proportion of its population reporting incomes above \$3,000; high in its per capita expenditures for dwellings and better-class motor cars; high by every criterion of buying power.

In proportion of population, it represents only 2.1 per cent of the national total—but in proportion of buying power, something over 4.3 per cent.

Deserving of Added Effort

Every sales manager may expect in New Jersey twice the business per capita that he may expect on the average the country over.

But most magazines of national circulation fall short in New Jersey of the extra circulation needed to match its buying power.

Charm, the Magazine of New Jersey Home Interests, offers you the opportunity to double up on your selling force with an extra, added effort on 80,000 of New Jersey's best people and finest prospects for better class merchandise.



CHARM
*The Magazine of
New Jersey Home Interests*

Office of the Advertising Manager, 28 West 44th Street, New York



D & C Paper and the Master Printer

Your Master Printer is one of the few real craftsmen left to this age. And the reason he still preserves the traditions of his craft, still produces work of real beauty, of thorough workmanship, is because black figures in the ledgers of our great business houses show that quality pays.

If you were building a home you would not permit the builder to put shoddy material in its foundations. Yet sometimes you force your builder of printing to use inferior material in that foundation of any printed job—the paper. It is unfair to him, but, most of all, unfair

to yourself—for cents saved in paper are apt to be dollars lost in results.

Dill & Collins have been master makers of quality papers for generations. And quality papers do not necessarily mean expensive papers—rather, they mean papers suited to their particular purposes. There are twenty standard D & C lines, coated, uncoated and cover papers. When you first plan your printing, whether a single catalogue or booklet or a complete advertising campaign, ask your master printer what paper he recommends, and profit by his knowledge. He is apt to select some one of the many D & C papers.

[DILL & COLLINS]

Master Makers  *of Printing Papers*

List of DILL & COLLINS Co.'s distributors and their offices

ATLANTA—The Chatfield & Woods Company
BALTIMORE—J. Francis Hock & Co.
BOSTON—John Carter & Co., Inc.
BUFFALO—The Union Paper & Twine Company
CHICAGO—The Paper Mills Company
CHICAGO—Swigart Paper Company
CINCINNATI—The Chatfield & Woods Company
CLEVELAND—The Union Paper & Twine Co.
CONCORD, N. H.—John Carter & Co., Inc.
DES MOINES—Carpenter Paper Company
DETROIT—The Union Paper & Twine Co.
HARTFORD—John Carter & Co., Inc.
INDIANAPOLIS—C. P. Lesh Paper Company
JACKSONVILLE—Knight Bros. Paper Co.
KANSAS CITY—Birmingham, Little & Prosser Co.
LOS ANGELES—Blake, Moffitt & Towne
MILWAUKEE—The E. A. Bower Company
MINNEAPOLIS—Minneapolis Paper Co.
NEW YORK CITY—Marquardt, Blake & Decker, Inc.
NEW YORK CITY—Miller & Wright Paper Co.

NEW YORK CITY—M. & F. Schlosser
OMAHA—Carpenter Paper Co.
PHILADELPHIA—The Thomas W. Price Co.
PHILADELPHIA—Riegel & Co., Inc.
PITTSBURGH—The Chatfield & Woods Company
PORTLAND, ORE.—Carter, Rice & Co.
PROVIDENCE—John Carter & Co., Inc.
RICHMOND—Virginia Paper Co.
ROCHESTER, N. Y.—Geo. E. Doyle Company
SACRAMENTO, CALIF.—Blake, Moffitt & Towne
SEATTLE, WASH.—Carter, Rice & Co.
ST. LOUIS—Acme Paper Company
ST. PAUL—E. J. Stilwell Paper Co.
SALT LAKE CITY—Carpenter Paper Co.
SAN FRANCISCO—Blake, Moffitt & Towne
SPRINGFIELD, MASS.—John Carter & Co., Inc.
TACOMA—Tacoma Paper & Stationery Co.
TAMPA—Knight Brothers Paper Co.
WASHINGTON, D. C.—Virginia Paper Co.



MANUFACTURING INDUSTRIES

Q A vital factor
in selling the
manufacturing field

15 East 26th St., New York, N. Y.

RUTLEDGE BERMINGHAM

Advertising Manager

Publication of The Ronald Press Company

Member A.B.C.—A.B.P.

P. M. TIMES, TUESDAY, APRIL 6, 1926.
 A SEVENTH STORY
**You may be Losing
 more than Weight**
 Your health is in the balance
 when you start to reduce

Physicians Meet at Delineator's Request
to Discuss Critical Situation

Eminent Specialists Who Attended Conference

[illegible]

to Appear in The Delineator

Authoritative Articles to Appear in The Delinicator

The practical results of the conference and the progress of its work will be reported in authoritative articles to be published in *The Delinicator*. In the June issue will appear "Control of Weight" by Dr. Wendell Phillips, president elect of the American Medical Association. In the July issue Dr. Thomas A. Wilson, Professor of Physical Education at Washington University, will contribute an article called "Watchful of Wandering Women" which tells how a woman reduced forty pounds without injury to her health.

A Magazine of Planned Service

The Delineator aims to make your home life easier and more comfortable. And it brings to your very door leaders in every phase of home improvement.

The Home-Makers' Department

Child Health

This department, organized by the late Emmett Holt, is continued by Dr. Henry Shaw and many other well known physicians.

Beauty and Health

Department
This is conducted by Martha Van Rensselaer,
director of The State College of Home Economics
at Cornell University. All recipes, menus, etc.
are tested at Cornell University.

Home-Building
Clifford C. Wendchuck, well known architect,
planning beautiful and inexpensive houses.
The Delinquent

Fashions

Child Health
This department, organized by the late Dr. L. Emmett Holt, is continued by Dr. Henry L. Shaw and in my other well known publications.

Beauty and Health
Cells Caroline Cole, the most popular of all writers on the subject contributes an article to *The Delinquent* every month.

House Decoration
Mrs. Charles Bradley Sanders, well known interior decorator, tells you how to make the best showing at the least cost.

Other Departments
Then there is *The Little Delinquent* for children, *Handing Etiquette* and many a department.

Other Departments
Then there is *The Little Delineator* for children
on gardening etiquette and many other

A Record of Accomplished Service

1907-1910 The Delineator created and promoted a child rescue campaign and found homes for twenty-one thousand children. The national census showed that there were 17 million children in the United States.

1916-1917 A national census showed that as out of every seven babies escaped infant mortality but that the seventh baby died. The Delineator launched the "seventh baby campaign," the good results of which were reported in the junior

1916 The Delinaar developed the Junior Red Cross, which in 1917 was taken up throughout the country and made a national

1918 The Delineator adopted Landres as St. Georges, a devastated town ad joining the Argonne Cemetery, where thirty seven thousand American soldiers sleep

1919 The Editor of The Delineator conducted a campaign for the benefit of

Madame Marie Cune, the discoverer of radium and the greatest living woman scientist. Enough money was collected to purchase \$110,000 worth of radium for her and to provide a pension of \$2500 a year while Madame Cune lives.

1921 The Delinaseator founded and headed the Better Homes in America movement, which grew into a public service organization with Herbert Hoover as president and Dr. James Ford of Harvard University as director.

1922 The late Dr. L. Emmett Holt organized a child health educational department in The Delineator with the assistance of some of the American child specialists.

1925-1926 The first conference in the world to consider the relation of weight to health in adults. at Academy of Medicine on February twenty-third

Further details of the weight conference and announcement of articles and editorial plans will be found in May number of

The DELINEATOR
 May Issue Now on Sale at All Newsstands

THE NEW YORK TIMES, TUESDAY, APRIL 6, 1926.

19

You may be Losing

more

John E. Lane, of the United States Navy, is the President of the United States Navy Hospital. The United States Navy Hospital at Washington, D. C., was represented by Dr. C. C. Cummings, Surgeon-General, and by Dr. C. C. Cummings, Senior Surgeon of the Service.

Committees Appointed to Study Problem

Four different committees were appointed to study various aspects of the problem, to report on adequate adult weight tables and to conduct a campaign of public education in cooperation with *The Delineator*. A formal resolution was adopted commending *The Delineator* "for its interest in arranging this conference and for its cooperation in placing the matter properly before the public."

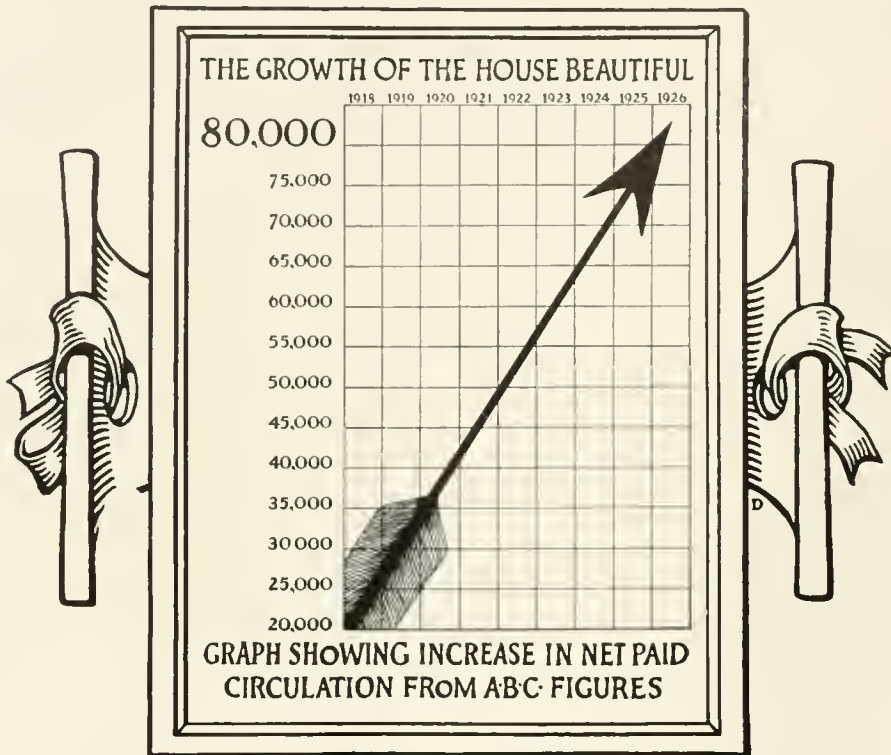
Authoritative Articles to Appear in *The Delineator*

The practical results of the conference and the progress of its work will be reported in authoritative articles to be published in *The Delineator*. In the June issue will appear "Control Your Weight" by Dr. Wendell Phillips, president-elect of the American Medical Association. In the July issue Dr. Thomas D. Wood, Professor of Physical Education at Columbia University will contribute an article called "Watchful Weighting," which tells how one woman reduced forty pounds without injury to her health or her looks.

DELI

May Issue Now on Sale at

House Beautiful Barometer Rising Steadily Good Wind and Weather for All H. B. Advertisers



UP SHE GOES

Yet You Pay for Only 70,000 (A.B.C.)
During 1926

Orders received prior to June 10th will be accepted at the present rate for publication this year.

HERE'S MORE PREMIUM VALUE TOO

Every advertisement in The House Beautiful faces or adjoins editorial.
No bulk advertising spreads (except individual display), no buried "ads".

You Pay for Space Alongside Reading Matter, Why Not Get It?

More facts on request—Write now!

THE HOUSE BEAUTIFUL

A Member of the Class Group

NO. 8 ARLINGTON STREET

BOSTON, MASS.

Advertising & Selling

VOLUME SEVEN—NUMBER ONE

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Courtesy L. C. Smith & Corona Typewriters, Inc.

AND now the great American god, Speed, calls for a business conference in an aeroplane! Above is pictured such an actual scene, taken in the interior of a ten passenger commercial model "ship" built by the Fokker Aircraft Corporation. At first glance the idea may appear fantastic and incongruous, but actually it serves as a demonstration of the increasing speed which characterizes our time. Robert R. Updegraff discourses in this issue upon "The New American Tempo," and draws many pertinent inferences regarding present and potential changes in markets and merchandising.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

NEW YORK:
F. K. KRETSCHMAR
CHESTER L. RICE

SAN FRANCISCO:
W. A. DOUGLASS, 320 Market St.
Garfield 2444

CLEVELAND:
A. E. LINDQUIST
405 Sweetland Bldg.; Superior 1817

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg.; Wabash 4000

LONDON:
66 and 67 Shoe Lane, E. C. 4d
Telephone Holborn 1900

NEW ORLEANS:
H. H. MARSH
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Cosmopolitan Homes

HERE, selected from the eighty-seven cities Cosmopolitan surveyed to find out how many of its readers own their own homes, are six typical Cosmopolitan residences in far-flung sections of the country.

Reading from left to right, Concord, N. H.; Washington, D. C.; Dayton, Ohio; Roanoke, Va.; San Diego, Cal. and Greenwich, Conn. are represented.

*In 1,500,000
Homes Like These*

Cosmopolitan is read every month by both men and women.

MAY 5, 1926

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

Contributing Editors: EARNEST ELMO CALKINS ROBERT R. UPDEGRAFF MARSH K. POWERS
CHARLES AUSTIN BATES FLOYD W. PARSONS KENNETH M. GOODE G. LYNN SUMNER
R. BIGELOW LOCKWOOD JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

The New American Tempo

By Robert R. Updegraff

SINCE 1900 something has happened to America. Something that is beginning to interest—and in some cases alarm—business men, even those who are not ordinarily concerned with changes or “trends” but have always been content to think within the restricted circle of their own small enterprises, or at most within the circle of the community or the industry of which they are a part.

Not that these men have broadened appreciably; they are becoming interested through concern: what might this something that has happened to America do to them?

The most casual skimming of the pages of the first volume of Mark Sullivan's new book, “Our Times,” brings out sharply the changes that have taken place in America since 1900. Page 375 may be taken as a symbol. On this page two pictures—one of Fifth Avenue, New York, in 1900: an avenue filled with horse-drawn vehicles—and a solitary automobile. The other of Fifth

Avenue in 1924; an avenue filled with motor vehicles—and a solitary horse!

It is not the *fact* so much as the *speed* with which this startling change has come about that is significant. It is illustrative of the something that has happened to America since 1900. That some-

thing is a *complete change in tempo*.

This it is that is beginning to interest all thoughtful business men, and to concern not a few. In the last century the business man had to reckon with materials, machinery, processes, labor, capital, and the competition of his fellows in the market. Over a period of years almost any normally intelligent and aggressive man could hope to build a substantial business if he went about it with singleness of purpose and was able to convince the local bankers of his integrity.

Today a new factor—the new American tempo—changes the whole problem of building a successful business. Materials, machinery, processes, labor, capital, and the competition of other men in the same business are beginning to be almost secondary to it, as an increasing number of business men in widely separated fields are discovering to their sorrow or delight, depending on whether they have missed this tempo or caught it and synchronized their enterprises with it.



© Ewing Galloway

ONE of the outstanding differences between American life in the “Gay ‘Nineties” and in our own day is the greatly increased speed which now characterizes our entire social structure. Contrast the above photograph with present-day Fifth Avenue, or compare an advertisement in a current periodical with its “turn of the century” prototype. Mr. Updegraff does this and more. He crystallizes this new *tempo*, outlines the reasons for it, and suggests its merchandising significance



Courtesy Warner Bros.

THE motion picture brings to the outlying districts the modes and manners of the metropolis. It represents a force that speeds up the entire nation and unifies its standards

The new American tempo is manifesting itself in a number of interesting ways:

First, in the public's disconcerting willingness to turn its back on established institutions, products, methods, ideas, as evidenced by the rusting rails of hundreds of abandoned trolley lines; by the difficulty a woman with long hair has experienced for the past two years in finding a hat large enough to fit her head; by the ruthless wiping out of denominational lines and the establishment of broad "community" churches; and by the fact that the only thing that saved the great solidly entrenched phonograph industry was the timely introduction of a new and vastly superior machine built on a new principle.

Next, in the public's promptness, amounting almost to aggressiveness, in accepting new products, new methods, institutions and ideas. Witness radio, balloon tires, the metropolitan tabloid pictorial newspapers, the Chrysler car, the bootlegger, Duco finish, electric refrigeration, pale ginger ale, National Cash Register stock—not to comment on the celerity with which the nation accepted its newly created bad breath!

Continuing: in the amazing frankness with which the public will now permit itself to be addressed. Some

of the so-called "personal hygiene" copy now running in our periodicals would have been unthinkable in 1900, no matter how discreetly handled, even in the editorial columns. The christening of "Mum" was an inspiration in its day, and about as far as public taste could safely be tested; today there seems no objection to dealing with spades as spades, if and only provided you say what you have to say *nicely*, and illustrate it with sufficient charm and sophistication.

Finally, in the promptness with which the public becomes accustomed to the new. So fast is the tempo of America today, that such innovations as four-wheel brakes, the stepped-back skyscraper, cooperative apartments, symphony concerts through the

ether, installment buying, the Air Mail, process colors on the cover of the *Post*, Coral Gables, the oil burner, and a score more modern developments, lose their novelty so fast, and are accepted with such utter matter-of-factness, as to take away the breath of the older generation of business men.

Of course, the men who are in the throes of promoting some of these things feel that they are having a long, hard fight; but that is only because they are so close to it. When they look back a few years from now and compare their fight with the fight it took to promote some of the earlier developments—the electric light, for example—they will discover how amazingly our national tempo has become accelerated in the past few years. As one illustration of the speed with which the public now shakes off prejudices and grows used to new ideas, a well known New York department store, whose management certainly has a commercial ear to the ground, came out in its catalog last Fall with a page of merchandise for "the woman who enjoys a cigarette." Such a page was to be expected in *Vanity Fair* or *Harper's Bazar*, but to find a regular catalog page of women's smoking accessories in a practical merchandise catalog is significant.

If this new American tempo were merely an academic consideration there would be little excuse for this article; but it is a tremendously practical reality and a business factor that will probably make the next crop of millionaires—and set up the next row of headstones in the graveyard of business. It is so swift and so much a problem that, consciously or unconsciously, many of the leading banks are more worried about it today than they are about the tangible assets of a business or the "character" of its responsible executives. This month's financial state-

[CONTINUED ON PAGE 48]



© Underwood & Underwood

THE World War stretched people's minds to accommodate great, new conceptions, then threw them into high gear and kept them running at a dizzy pace which has never slowed down to pre-war speed

Are Publication Solicitors Guilty of Lazy Selling?

By Harlow P. Roberts

Advertising Manager, The Pepsodent Company

I DO not remember the appalling sum lost annually due to salesmen having to "cool their heels" in a reception room while waiting for an interview. The only trouble with the article I read on this subject was that it placed all the blame on the man granting the interview; though it is doubtful if twenty per cent of this loss could be placed against him if all facts were considered.

In the advertising field there is a tremendous loss of selling time. Much of this waste occurs in waiting for the interview, and in most cases the salesmen themselves are to blame. The chief cause of this loss among advertising solicitors is due to "lazy selling"—a term that covers a multitude of sins, and requires a few illustrations.

After interviewing hundreds of advertising solicitors, it is comparatively easy to spot and classify those addicted to lazy selling. Practically all addicts seem to work under the delusion that the advertiser spends his money to support various media rather than for his own immediate benefit. Perhaps this is an unjust censure, but the conclusion came from listening to their arguments.

First:—And about the worst offender—is the salesman without a carefully thought out story. The man who comes in with a bundle of figures and trusts to his ingenuity to put his story over. He requires forty-five minutes to tell what could have been said in ten minutes. He goes on the theory that because you spend money for advertising he should be able to get some of it. No thought has been given to your need for his medium nor to your problems and requirements. In the meantime, three or four other men are "waiting."

Second:—The aggravating fellow



who makes himself offensive by arguing against the policies of the company. The other day a man submitted a proposition we could not consider because it was contrary to policies laid down by our directors.

THIS apparently displeased him for, he was quite careful to make clear that we had a very narrow-minded policy. (Some other people had used his plan and said it was good.) The fact that we had thoroughly tested that type of advertising meant nothing—we hadn't used his special pet medium. It required little short of actual physical violence to get that man out. Meanwhile two other men waited, then left to come back later. A triple waste of valuable time; a loss to the advertiser, to the salesman, and to the men waiting.

Third:—The "Me Too" Boys—these poor benighted chaps who cannot find a real sales appeal for their proposition. Because you use

the XYZ Magazine you should immediately extend your list and include the "Punk Sheet." "They are the same type, etc." You know the story.

A second variation of the "Me Too" solicitation is due to the battle for lineage between some publications. These fellows seems to feel that there is an unwritten law that an advertiser must use equal space in all similar and competing media.

Certain magazines devote an unnecessary part of their efforts to see that they get the same lineage as the leader in their group. If they are a column shy, they immediately camp on your doorstep with the continual query, "Why?"

Newspaper solicitors are also very prone to adopt the "Me Too" appeal. Where competition is keen in some city, the solicitations become almost humorous. Due to the testing out of rotogravure copy in a certain city one paper received more lineage than the other for the campaign. What a storm that started! We had four solicitations varying from "high powered" to "sob stuff"—just to make up that difference in lineage. There was no reason or justification for our spending more money in that city. No attempt was made to give us any. It was purely a philanthropic appeal.

I wonder what those calls cost the publisher, not counting the waste of our time?

Fourth:—Is the man who is too lazy to find out about the company, the product, or anything else, before making a solicitation. Would that this type of lazy selling were more rare! As a rule this fellow goes on the principle that the advertiser is spending his money on a blind chance that he will get a return. He assumes that the advertiser knows little about his business and less about advertising.

[CONTINUED ON PAGE 65]

Ned Ludd's Ripe Revenge

By Kenneth M. Goode

ON the day George Washington was inaugurated President, there lived in Leicestershire a half-witted boy named Ned Ludd. Hounded by village lads, he turned on his tormentors and pursued one home. Here he vented his wrath on a couple of frames used by the boy's parents to weave stockings. This so tickled sturdy old English humor that for long years and many miles any broken loom was ascribed to Ned Ludd.

So in 1811, twelve years later, when organized bands of English rioters destroyed the new fangled power looms that threw them out of jobs, their leader took the name of "General Ludd." Troops went out. Labor saving machinery went in. The manufacturers won.

That began the era of modern production.

Today, 115 years later, finds the cycle completed—the situation exactly reversed. The carefree American workman, with wages 148 per cent higher than before the War, buys everything his heart desires. The poor manufacturer, torn between losses on his own under-production and cut prices from his competitor's over-production, is as truly as the slaughtered Luddites a victim to modern machinery.

America today, at the peak of prosperity, finds it hard to consume even its present sub-normal output; huge factories whose profits depend on giant operations strain to cut loose.

Three years in succession the same thing has happened. Each spring each factory has said: "This is the year; business is really going to be good!" But each year, as the factories begin to warm up, the market ahead looks like the toboggan slide at Quebec.

Captains of industry know something's awry. But only a few realize how deep the change and how permanent. Only a courageous few will admit that good old-fashioned business standards are gone as surely as good old-fashioned family habits. With jazz in the home comes jazz in the store. Flaming youth and flashing trade came in together. A new rhythm has entered business.

IT is not speed alone; it is brutal, simple, direct action that tolerates no longer the time-honored wastes and weaknesses. It is a demand to have exactly the goods it wants placed in its hands exactly as it wants them. Asked to choose between style or low price, the public answers, "Both, and in a hurry!" Asked to pay cash or send a check on the first of the month, the public agrees to neither. A small down payment and the rest at convenience!

Bankers blink at this new development exactly as an elderly father looks at his flapper daughter home from finishing school. Stocks soar to the highest point in history and drop perpendicularly over night. Then Wall Street sits down to figure out whether it is any wiser collec-

tively than individually as to where the thing will end. And, as individual personality dwindles in commerce, so diminishes the interest of the banker in real people and real commodities. More and more he finds himself a super-expert in a vast variety of commercial paper.

THE manufacturer, in the meantime, must cut his prices to meet competition and cut his costs to keep profits. To survive at all he must shorten his line of distribution. Even the next decade may see the revolution completed. Manufacturers will no longer seek outsiders to sell their goods; men who control markets will either own their own factories, as the Liggett-Rexall stores do now, or dictate their own terms, as Woolworth so nearly does.

Local merchants able to climb on the band wagon will become more and more powerful, while the average manufacturer becomes less and less so. Advertising will settle down into the traces and do real work. Chain stores will increase and spread into every line. Department stores themselves will organize into chains. The great mail order houses will extend their retail stores. House-to-house selling will compete with automatic stores backed by cash-and-carry jobbers. Group buying, needless to say, will become almost universal.

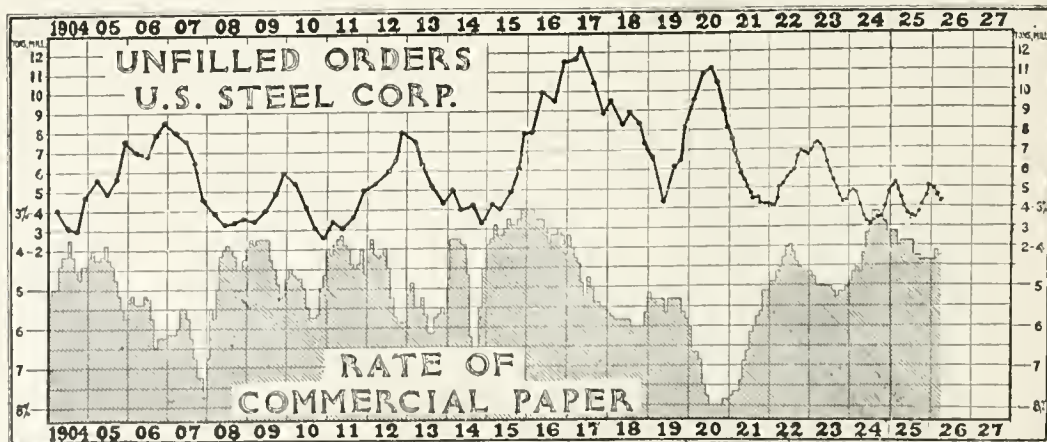
Markets are already topsy-turvy. Low prices and installment buying

[CONTINUED ON PAGE 58]

TOP LINE—Unfilled orders of U. S. Steel Corp. Its operating capacity is about 17,000,000 tons a year. The total finished steel capacity of the country is about 42,000,000 tons.

LOWER MASS GRAPH—Discount rate of choice 4-6 mos. paper in N. Y. This reflects the supply of loanable funds.

NOTE—A brief statement of the principles of the "Business Cycle," relating to the cycles of Steel Orders in the accompanying diagram, is given in the Modern Business Text on "Investments."



Courtesy Alexander Hamilton Institute

OLD forecasts fail. The mounting of unfilled orders, once so significant, wriggles away to a mere mouse tail. Yet U. S. Steel is doing capacity business.

Shall We Sell Direct to the Consumer?

By Henry B. Flarsheim

Secretary, Marks-Flarsheim Company, Cincinnati, Ohio

ONE of the unintended results of the recent orgy of hand-to-mouth buying on the part of retailers and jobbers was that it made thousands of manufacturers consider going direct to the consumer with their merchandise and led a large number actually to take the step.

The million-dollar-and-over annual net earnings of firms who have been direct sellers for less than five years are certainly tempting. Tempting also is the complete control of his market which straight-line selling offers the manufacturer. And when he considers that direct selling is virtually all done on a cold cash basis and compares this with his difficulties with slow-paying or bankrupt accounts, he criticizes himself for having waited so long to consider direct selling seriously.

Half a dozen manufacturers now selling the straight-line way have told us what induced them to take it up and their reasoning runs something like this:

"We already have the manufacturing plant and facilities. Additional volume of business through agents would cut our overhead costs per unit even though our profit per unit of sale were no greater than on merchandise sold through the old channels.

"The jobbers and retailers make no real effort to sell our line anyway; they simply stock it in ridiculously small quantities and then wait for someone to buy it. Their small orders mean that our salesmen's expenses have increased out of all reasonable proportion and collection



© Brown Bros.

THE house-to-house salesman and the system that stands behind him constitute one of distribution's perennial problems. Fortunes have been made and lost in this field by experimentation which has disclosed many important facts. In a series of articles, of which this is the first, Mr. Flarsheim will cover the subject thoroughly for our readers, drawing upon his unusually wide experience in directing such campaigns

expenses and credit losses make it heartbreakingly hard to keep out of the red.

"Now if we can get, say, a thousand canvassers all over the country and each one of them sells only one unit a day on a straight commission basis with no drawing accounts or expenses for us to meet—say, why didn't we do that five years ago?"

So our hypothetical manufacturer

"decoys" a few outfits being used by the successful direct sellers. He gets up one along the very same lines for his own product. Then he puts some ads in the newspapers under "Agents Wanted," runs an ad or two in the display columns of the specialty selling publications and sits back complacently to await the flood of gold.

But instead of a flood of gold our manufacturer finds that he has let himself in for at least 57 varieties of assorted grief.

He gets inquiries—lots of them. If there's one thing certain in direct-selling, it is that almost any new proposition will get lots of inquiries.

In high hopes, and with visions of a bonanza business built overnight, he sends his literature to the inquiries. And then things begin to happen. The flood of applications for selling outfits which he expected to receive never materializes. Letters that "any business man would answer" go to the postoffice and then, as far as the manufacturer can see, they drop quietly into the ocean.

Of course he receives some replies. A few are even good replies. But for

the most part the answers which struggle back are either in scrawls which would require the services of a handwriting expert to decipher or else they are long-winded, high-sounding epistles filled with vague promises of large chunks of business, promises which the manufacturer soon begins to suspect and later finds for certain are never kept.

The few agents who do start out with the line send in orders in ab-

surdly small amounts. Instead of sales of "one unit a day" they may send in one order a week—or a month—or maybe none at all.

And just about this time one of two things usually happens:

Either the manufacturer takes his loss and quits the "mail order game" altogether convinced that it is not practical for his product or sees the light. He realizes that he has started off with his left foot, that he has not found, and is not likely to find by groping blindly, the right way of developing his direct-selling business properly and profitably. Perhaps he has happened to find three or four agents who are real producers and whose volume of business convinces him that it is possible to organize a sales force that will sell his products and make money for him.

If the manufacturer has let his reasoning take the latter course, he gets in touch without delay with a

sales executive who knows straight-line marketing, and gives him a free hand in the inside development of the business. If the manufacturer is wise, he takes a back seat for a while in the management of the affairs until his own observation and experience make him capable of taking an active part in the promotion of his venture.

Now to leave our hypothetical manufacturer to his own affairs and to discuss the methods usually followed by manufacturers who have established retail and wholesale connections, and who wish to sell direct.

Many who have been established for a long period do not want to jeopardize their old business, so they organize a subsidiary under a different name in order not to antagonize their regular customers. The usual method is to have the new sales organization buy merchandise from the parent company at manufactur-

ing cost plus overhead. They attempt to keep the connection *sub rosa* and usually succeed if the matter is handled with good judgment.

A second method is employed by manufacturers who have been operating their own chains of retail outlets instead of selling to independent retailers. They organize and operate direct-selling businesses under their own names, adding them as new departments. Either direct salesmen are placed in territories not covered by their stores or the agents and the stores work hand in hand. Outstanding examples of this type of business are Feltman and Curme, Newark Shoes, Richman Clothes, and Bedell. An example with a reverse twist is the A. Nash Co., which has made a phenomenal success selling tailoring through agents and is now establishing a chain of retail stores.

The third plan is to shift the
[CONTINUED ON PAGE 68]

Annual Convention Banquet of American Newspaper Publishers



AS has been the established custom, the banquet of the Bureau of Advertising brought to a close the busy and eventful annual convention of the American Newspaper Publishers Association, held this year in the Waldorf-Astoria Hotel, New York. John Stewart Bryan of the *Richmond (Va.) News-Leader* and former vice-president of the association, was elected to the presidency for the coming year, succeeding in this position S. E. Thomson of the *Chicago Tribune*. Edward H. Butler of the *Buffalo Evening News* was elected vice-president, while George M. Rogers of the *Cleveland Plain Dealer* and Howard Davis of the *New York Herald Tribune* were re-elected secretary and treasurer respectively. Discussions upon many important phases of publishing, particularly as reflecting upon advertising, were discussed at the business sessions of the convention. It has been announced that the fall meeting of the association will take place at Franch Lick, Ind., at a date to be decided upon later.



THE filling station above, at right, is located in St. Louis and does a surprising business in automobile accessories, tire patches and tires. The one at right stands near the Ashokan Dam in the Catskill Mountains of New York State. Note the effective bill-board wording. The board itself stands at a turn of the road where it is in the line of vision for a quarter mile. In this article, supplementing his first article in the previous issue of ADVERTISING & SELLING, Mr. Haring takes up the various types of filling stations and tells of the merchandise suitable for this type of retail outlet

Merchandise for the Filling Station

By H. A. Haring

IN this article, and the one that preceded it, the term "filling station" relates only to the detached gasoline filling station, as distinguished from gasoline pumps operated by garages, corner groceries, and the like. The grocery or garage, as a matter of course, offers for sale certain merchandise. They are, accordingly, not included with "filling stations" in these articles, the entire purpose being to direct attention to the detached filling station as a newly developed sales outlet. The lines of merchandise, whose makers may look to this means of disposing of their wares, is limited; and yet many brain-firing suggestions will come to any one who observes what is occurring both in city and country.

"Do filling stations grant credit?" is a question that has come from three sources within a fortnight. To this query the answer is "No," for the privately-owned filling stations, but there are exceptions where "Yes" applies. Occasionally a station will be encountered with a sign painted over the door: "Charge accounts and coupons accepted here."

The refining companies issue to

truck owners, for use of their drivers, identification cards which are good for gasoline and all other products of the refining company upon presentation. Similar cards are to some extent given to individuals for pleasure cars, to bus-line drivers and to some others. When presented, the driver signs a receipt for the supplies received; an invoice is rendered at the close of the month.

This practice is probably well known to truck owners. It is here mentioned because it has a direct bearing on introducing other merchandise through filling stations.

FILLING stations group themselves into three classes. First, is the station owned and operated by the refining company or some "oil" company, which sells, usually, only company products through employed attendants. Often these attendants are forbidden to handle side-lines; occasionally they are permitted to store up empty anti-freeze containers which, as occasion offers, they are permitted to sell for what they will bring to autoists whose cars have "run out of gas a mile down the road." Such containers, plus a

bit of contraband trafficking in gas-tank caps, is about the extent of side-line business done at company-owned stations. Stations of this class are found primarily in cities.

A SECOND grouping consists of company-leased stations. These are constructed by the oil companies to be leased for flat rental to others. The tenant is obliged to handle only company brands of gasoline and lubricants. These products are on a consignment basis, charged to the tenant only as sold, with a regauging of stock on hand whenever prices change. The tenant of a leased station is thus protected from gambling in price fluctuations. Leased stations are usually distinguished by the design or the color of the gasoline pump—those of the Standard Oil Co., for example, being their "white pumps." The lessee is permitted to handle automobile accessories and other goods at will, with the exception that the oil companies are exceedingly strict in forbidding boot-legging in alcoholic supplies. Most of them—and it is my belief that this applies to all of them—are equally sternly set against the han-

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Is Advertising Growing Beyond the General Practitioner?

By S. H. Giellerup

WE had been talking about advertising progress. In the beginning, I had played the skeptic; had jeered at their breezy satisfaction in the Glorious Present, at their Rotarian expectation of a Still More Glorious Future.

I remember asking, "Do the agencies which you gentlemen so ably represent really know much more about advertising than they did ten years ago? And if so, what?" Serious? Of course not. But they thought I was and I let them think so—for at least an hour. At the end of it, I felt reasonably certain that Specialism in Advertising was a subject worth examining.

Quietly and unobtrusively the scope of our business has broadened, is broadening. At first a very little knowledge made advertising pay. Easy surface methods were sufficient while easy surface ore was to be mined. But the ground no longer yields the frequent nugget; and advertising space no longer pays, regardless. Success now requires greater study, much more information. Each year adds to the store of advertising data. Each year sees the facts about each branch of practice multiply. New vistas of information open, new territories to be explored burst into view.

The scope of advertising is growing beyond the grasp of the general practitioner. May we not look forward to the same rapid growth of specialism that has sprung up in law, in medicine and finance?

Compare the business of advertising with the profession of law. Who is to say which offers the greater scope for human effort? Your lawyer wrings favorable opinion from a judge, a judge whose personality, whose idiosyncrasies, are axioms to court-room habitues. Perhaps it is a group of judges, but then each judge's character is known. Perhaps it is a jury, but those twelve men confront a lawyer face to face. He reads their features, watches their gestures, notes their inclination to and from his arguments. The advertising man

puts his case to millions whom he never sees. He must wring favorable opinion from an unseen nation. Yes, I think you can assume that both horizons are as broad as vision.

The lawyers have been at it a long time. They have been able, having had more time, to learn much more about the law than we have learned of advertising. The smartest of them, the most highly paid, have discovered this: That it is much more profitable to possess a thorough knowledge of a single branch of law than a smattering of many branches. There are corporation lawyers, patent lawyers, criminal lawyers, divorce lawyers, trial lawyers, and so on, specialists all.

"A FEW LAWYERS," says Francis Wellman, "have gone so far as to refuse direct communication with clients excepting as they come represented by their own attorneys." This same writer describes with great clarity the need for specialism: "The conduct of a case in court is a peculiar art for which many men, however learned in the law, are not fitted; and where a lawyer has but one or even a dozen experiences in court in each year, he can never become a competent trial lawyer. . . . One experienced in the trial of causes will not require at the utmost more than one quarter of the time taken by the most learned inexperienced lawyer in developing his facts. . . . The family lawyer may have once been competent to conduct litigation; but he is out of practice—he is not *in training* for the competition."

Medicine, too, has broadened in scope. The specialist is encroaching more and more upon the field of the general practitioner. Does the family physician perform a serious operation? Not he. You call in an experienced surgeon to handle the knife. True, your family physician has performed operations in the past. He was taught the methods in school, and he practiced them no doubt during his hospital apprenticeship. But since that time he has

seldom been required to use his surgery. Bit by bit the knowledge slips from his mind. Little by little his fingers lose their skill. Finally, he avoids operating except under circumstances where a specialist cannot be procured.

In surgery, and in many other phases of medicine, the family physician's lack of practice opens the door to specialism. And there is another even more important factor. Scientific research constantly upsets old theories. The new facts suggest new methods, and soon what the general practitioner learned in college is hopelessly out of date. Yet it is physically impossible for him to keep abreast of the times in *every* branch of his profession.

There have, therefore, come to be infant specialists; eye, ear and throat specialists; stomach specialists, blood specialists, skin specialists. In fact, for every part of the body and for every major disease you will find some group of physicians specializing in its treatment. In dentistry, one man does nothing but extract teeth. Another fills them. Another cleans them. There are periodontists and orthodontists, roentjenologists and stomatologists, all concentrating on one particular branch of work. Then there are entire hospitals which specialize, hospitals where all the patients are suffering from but one type of disease. An immense building is now being erected in New York City where only mental ailments will be treated. In all parts of the country there are maternity hospitals and hospitals for pulmonary diseases.

THIS spread of specialism is alarming to the general practitioner, and Sir James Mackenzie, in his book "The Future of Medicine," defends him in terms which might well apply to his advertising prototype:

"If, then, to achieve the aim of medicine, it is necessary to recognize disease, and understand all the phases of its life history, it is evident that only one class of individual has the opportunity for acquiring this knowl-

[CONTINUED ON PAGE 71]



Painted by NORMAN ROCKWELL for
EDISON LAMP WORKS OF G-E Co.

THIS Norman Rockwell person must feel pretty well satisfied with the paintings he has done for Edison MAZDA Lamps, and Edison must be happy that

they had so good an interpreter. Your "arty" artist will arch the disdainful eye-brow and deprecate the literal accuracy, the homely humor, the short-lived



Painted by NORMAN ROCKWELL for
EDISON LAMP WORKS OF G-E Co.

caricature of Rockwell. Let him arch. Rockwell's feet are on the ground that most of us tread. His figures we know as real people—for his models are his

neighbors. His painting may or may not be thus-and-so, but his *Woman Cleaning Lamps* would be all right with us if she were signed Vermeer



Painted by NORMAN ROCKWELL for
EDISON LAMP WORKS OF G-E CO.

or De Hoogh. Wise Edison, to say "Let us show pre-electric lighting so plausibly and recognizably that electricity and MAZDA will be honored for

the astonishingly fresh novelty that it really is." And wise Rockwell, to study his subject so affectionately and then to push that affection out from



Painted by NORMAN ROCKWELL for
EDISON LAMP WORKS OF G-E CO

his canvas. He is the most contagious of our conscientious advertising artists—probably because he thinks advertising illustration is a job really big enough

to tackle. He has escaped at once both the risk of being too frankly commercial and the danger of being self-consciously artistic.

Direct Mail Needs No Defence

By Leonard W. Smith

Editor, *The Mailbag*

Editor's Note

IN the April 21 issue of *ADVERTISING & SELLING* there appeared an article by an anonymous advertising agency man, attacking certain claims to omnipotence which were attributed to the exponents of direct mail. Here Mr. Smith, Editor of *The Mailbag*, takes issue with the previous writer and states the case for the attacked medium. As it is against the editorial policy of this publication to assume partisanship in any controversies of this nature, we endeavor to publish all that may be said by either side. Several more of such contributions will be found in *The Open Forum*, page 56.

advertising, there are thousands of experimenters in the direct mail field, and to an astonishing extent they are backing their experiments with *their own* money.

Nearly all human beings are eager for set rules that eliminate continued thinking and experiment. The careful attention to multitudinous detail deters many professional advertising men from direct mail. It involves a lot of work—and it is so quickly and easily checked up.

Whether or not direct mail advocates have been or are in the wrong in impugning other mediums in order to

sell their own, is debatable. It all depends upon whether advertising exists for the benefit of the advertising industry as such or for the benefit of the producers and distributors of goods.

But there can be no question that the success of the impugning method of "selling" direct mail advertising to an advertiser rests almost entirely upon the existence in the advertiser's mind of a belief that there may be, or must be, a more efficient, more speedy, less risky way of selling through advertising than he has yet attempted.

Any stigma will do to beat a dogma, as Phillip Guedalla says, and to the dogma that direct mail selling is quicker, surer and cheaper than mass-mind selling, an attempt is now being made to apply the stigma of quackery.

The sufficient answer is that while nobody can test out national advertising by buying one, two or five per cent of a medium's circulation first, and 95 per cent more later on if it seems to be the right thing, anybody can, and most shrewd direct mailers do, test exactly that way.

If somebody jumps up with "Aha! now I've got you! We are testing national advertising exactly that way by different pieces of copy to different lists and then selecting the one that proves most efficient," the reply is "You are not pre-testing national advertising but only copy."

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MUCH would be gained in efficiency, though there might be some loss in entertainment, if those who feel called upon to expound upon advertising subjects would take the trouble to understand them first and then to stick to the point.

A little learning is a dangerous thing—but even more dangerous is a great deal of ignorance. An especially bad combination is a little learning about the thing you are defending and a vast ignorance about the thing you are attacking. Unfortunately this combination is revealed in the article, "Is Direct Mail Losing Its Directions?"

It is somewhat difficult to select from the confusion of points attempted in the article one that is definitive enough to reply to, but the careless use of the word "plan" seems most significant.

"It is hooley," says the author, "to assert as direct mail extremists do that if the product, the price, the plan and the mailing list are right, direct mail success is assured."

Well, if this is "hooley"—if it is not true that a marketable product offered to people who want it and can buy it will not inevitably sell at a profit, then all advertising, all salesmanship is a fallacy, an illusion, a non-existent thing.

The assertions that "direct mail advertising is simply mail advertising, no more, no less" and that "there is nothing more 'direct' about this method of speaking to a prospect than about most other methods" are startling revelations of ignorance about direct mail.

If it is no more direct to address a letter—even though a duplicated letter—to a man's address than it is to speak to him by way of a publication, then there is no such thing as the English language.

In the scale of selling directions the gradations are: Speaking to the prospect yourself, calling him on the phone, having your secretary call him, writing him a letter, sending a salesman to see him, mailing him a

duplicated letter, sticking a handbill in his letter box, talking to him via an advertisement in his local newspaper, and so on down to the bottom of the scale, which is including him and 3,000,000 others in an audience addressed through a general publication.

Directness implies selectivity, and selectivity is precisely the quality which sets a wide chasm between advertising on one hand and selling on the other.

There may be, no doubt there is, much that is labelled direct mail advertising which is simply advertising sent by mail, but direct mail advertising, properly speaking, is personal salesmanship only slightly attenuated.

ITS fundamental principle is the selection definitely, by name, address and usually other identifying data, of a group of specific persons with whom it is definitely attempting to complete, or to go a long way toward completing, a process called making a sale.

There is no doubt that direct mail is in the laboratory stage—but so is all other advertising.

The difference is that while a few psychologists, a few professional analysts and researchers, and a few practising advertising men in agencies, are conducting laboratory investigations and experiments to bring out the ultimate principles of

Ladies - - - or "Cuties"?

By Sara Hamilton Birchall

DO American advertising men know a lady when they see her? Or do they prefer what is known on Broadway as a "cutie" decked out like a Harlem belle on a Saturday night? It would seem that the "cutie" wins.

Why these cynical questions and gloomy conclusion?

Well, we've been doing an amazing thing on *Vogue* lately. The fashion editors have been dressing models in right and in wrong clothes for fashion shows. The wrongs were terrible indeed. Their hair was wrong. They stood wrong. Their clothes were flamboyant, inappropriate, expensive. The rights, on the other hand, expressed in every detail the supreme taste of the editor-in-chief and her skilled assistants.

Naturally, the photographs of Miss Right and Miss Wrong aroused much comment in our own organization. To the amusement and despair of the fashion editors, the men admired Miss Wrong quite as frequently—indeed even more frequently—than Miss Right. Their whole tendency seemed to be to pick the cuties.

I wonder if this philistine preference isn't the reason for

so much advertising illustration that is bad from the feminine viewpoint? Perhaps some kindergarten lessons in fashion may not come amiss.

Let us begin with the cutie and the lady in the center. Their clothes are equally expensive; indeed the cutie would probably assay higher than the lady. What makes the one bad style and the other good?

The cutie is dressed in an ensemble of a rather noticeable shade of horizon blue. The dress is complicated with buttons, shirring, appliqué, a tie, an embroidered pocket. The coat is ornamented with showy silk embroidery and elaborated with a cape. The skirt is accentuatedly short. The fussiness of the costume is added to by strings of beads, a colored handkerchief, and a bouquet of flowers. White gloves are not the mode at present, but she wears them—a fussy pair of white gloves, over-

ornamented with stitching and embroidered cuffs. Her shoes are fussy in pattern of leather, in combination of color, and in complication of cut-outs and ties. Her bag is of a patterned moire silk. Her hat is over-elaborate for the present mode, and the plume is redundant. Her hair is frizzed over the ears, a mode never good and particularly bad in this era of flat, sleek, short shingles. Although she is a pretty girl with a good figure, any fashion-wise woman would dismiss her with one glance as "impossible." Her whole costume is showy, loud, full of over-elaboration and confusion of line.

The other girl is dressed with perfect taste, in an ensemble of a subtle shade of green, which is a very chic color this season. Observe the perfect fit of the coat, the small compact fur collar and cuffs, the conservative skirt length, the close-fitting, exactly-matching hat with its simple grosgrain ribbon. Her gloves are unornamented, neutral in shade. Her bag is plain green suede of a chic shape. The one note of ornamentation in her costume is the strapping of her shoes. Even there, the straps are structurally sound, not mere pointless ornamentation.

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Courtesy Vogue

DO you, gentlemen, see the difference? Do you see why, in presenting fashions to the feminine world, it is necessary to have every point checked by a trained woman fashion expert's knowledge?



THE • EDITORIAL • PAGE

III

WITH the current issue this publication enters its fourth year. We are growing accustomed to anniversaries, but we hope we never shall lose the thrill of entering upon the adventure of a new volume.

For our gratifying progress during the past year, we thank our readers; we thank the many firms and individuals who have favored us with their advertising patronage; and we thank those who have contributed to our editorial columns. All have had an important part in our development and in carrying ADVERTISING AND SELLING a step nearer to the goal of interest and usefulness toward which we are directing all our efforts.



Seasonal Merchandise

SOME businesses are highly seasonal and can be advertised only at certain times of the year. Others are generally considered seasonal when as a matter of fact it is more a matter of assumption than of fact.

Gradually these assumptions are giving way before investigation. One of the latest to go is the assumption that all the weddings take place in June and September. These months do lead, of course, but the investigation of a manufacturer of wedding rings developed the interesting fact that June and September haven't the big lead they were pretty generally thought to have.

Following are the figures, in percentages, for the twelve months, as taken from county records all over the country:

January	6.8%	July	7.8%
February	6.5%	August	8.7%
March	5.8%	September	9.6%
April	7.5%	October	9.1%
May	7.6%	November	9.3%
June	12.0%	December	9.3%

It will be seen that November and December are almost as popular as wedding months as September, and more than three-quarters as popular as June; and that August is a big month for weddings, which will surprise many.

These figures should be of interest to many advertisers. They are important as disproving an old assumption, and as calling attention to the percentages of new homes being established every month in the year.



Tongue-Tied Trusts

ONE of the most interesting developments in business, from an advertising standpoint, is the growing tendency for large businesses to talk their affairs over with the public in the advertising columns. Admittedly some of them are tongue-tied, and all but a few are self-conscious. But this tongue-tiedness and self-consciousness will wear off with time.

It would wear off much faster if it were not for "the private ownership of facts," to use a phrase coined by

the late Samuel Gompers. It is because they do "own" many of the facts about their businesses, and can release only those most favorable, that some of the great industries are so self-conscious: They know what they are holding back, and so long as they do know, and do hold back, they are going to have the appearance of being tongue-tied and the experience of being self-conscious. The only cure is greater honesty of mind and frankness of expression, and happily there are evidences of a growing appreciation of this.



An Industrial Advertising Trend

WITH increasing frequency we learn of advertising agencies establishing industrial or technical departments to handle this class of accounts on a fee basis, inasmuch as the commissions developed do not as a rule compensate adequately for the work involved. This seems to have developed into a definite trend in agency practice, and it seems to us a trend in the right direction, for when an advertiser pays fully for what he gets he is very much more likely to get what he pays for.



A Clothing Man Looks at Auto Advertising

SPRING newspapers and magazines are gorgeous with automobile advertising; and as someone has pointed out, it is advertising with brass tacks in it; not the old-time bally-hoo.

Well, it seems now that clothing manufacturers, of whom there are so many in New York, have pondered over what they saw of this automobile advertising. The recent eleven-page *Saturday Evening Post* ad of Willys-Overland particularly jarred some of them until their brains began to tick. Said one of these:

"We do nothing but envy the automobile and blame it for cutting into our business, whereas, obviously, what we should do is to unite as effectively as the automobile men, and advertise as liberally. Clothing is today, frankly, not as vivid a part of the people's consciousness as it once was, thanks to the automobile men's clever, bold advertising. There's no use complaining—we should go out and do likewise. We need more big, able, far-visioned factors in clothing advertising—Studebakers of men's clothing, Fords of women's wear, Nashs of shirts, Dodges of women's hats and Willys-Overlands of neckwear. It's all very easy to point out differences, ifs, buts and alibis generally, yet business is business and there is really no basically sound reason why in the next ten years there should not develop more powerful individual concerns, either by growth or consolidation, and more lively advertisers."

This is confession good for the soul, and as the clothing business of the country is a 2½ billion dollar business, there is ample room and certainly ample need for such development. Psychologically, the clothing people seem to have lost their lead to the auto advertiser, but perhaps not irrecoverably. In a day when women are paying 345 million dollars a year for silk stockings alone, there should certainly be more of it sold on trademark reputation, which holds the business on goodwill, not on price.

A History Outline of Advertising—I

"That Unenlightened Era"

By Henry Eckhart

Illustrated by Ray C. Dreher

WRITING a history of advertising might seem to offer a problem for materials. Where find something to say about "that unenlightened era" before 1900? As a matter of fact the opposite is true, and the difficulty is one of selection rather than of collection.

The Eighteenth Century beguiles with fascinating tradesmen's cards; the Sixteenth and Seventeenth, with hawkers and their weird cries. The medieval centuries reveal a striking heraldry and the elaborate symbolism of the Church. Soon one is back to Pompeii, Rome and Greece, discovering curious wall signs. It is then only a hop back to Egypt, and to a host of speculations on the pyramids and the sphinx as the advertisements of a mighty race.

Advertising history seems to divide, quite clearly, into a prehistoric era and an historic era. The prehistoric is that which contributes the museum curios; the historic, that which ushers in the business, or, if you insist, the profession of advertising. And that business might be taken to begin with the first advertising agent.

This first advertising agent proves to be an illusive gentleman. He could not have appeared until there were: first, enough publications to make his services necessary—and, second, enough advertisers to make his services profitable.



P. J. BARNUM
at
Castle Garden

At the close of the War for Independence, the United States boasted exactly thirty-eight newspapers which, in those days, meant thirty-eight publications of all kinds. Their livelihoods were far from secure. The advertisers were mostly individuals who offered "A Negro wench for sale" or announced shipments of "Spices from the Indies."

In England, however, the newspapers had already passed through this uncertain and unrewarded age. Advertising had been practised with much shrewdness by enterprising business men of the early and middle Eighteenth Century. It took credit for the introduction of "tee" and of "cophee," also for the distribution

of those boons to mankind, the patent medicines.

So, it is logical to suppose that the first advertising agent set up shop in England. Who he was and when he did, have not yet come to light.

The first American agent, George M. Bourne, appears on the scene in 1826, a logical date, for the adolescent United States were experiencing their first considerable boom.

Newspapers were multiplying. Already they numbered 800. Of course, 750 of these were weeklies, mostly country weeklies. Nevertheless, some of the great journalistic institutions of the country were already on firm feet, such as the *New York Evening Post*, *New York Herald*, *Boston Transcript* and the *Philadelphia Ledger* and many others.

New problems were arising, problems of preaching the advertising gospel, of making contracts in other cities, of forwarding, inserting, collecting. All these duties seemed to justify and demand a new kind of service. The advertising agent was a natural evolution.

Whether inspired by the coming of the advertising agent, or made necessary by him, the first American regulations concerning newspaper advertising were put into effect about 1830. They were the invention of James Gordon Bennett, the elder, founder of the *New York Herald*. He decided that advertisers in his paper might be seen but

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

*A*N advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
L. F. Grant
Gilson B. Gray
E. Dorothy Greig

Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
A. D. Lehmann
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank W. McGuirk
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright



NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

should not be heard. He ruled that no advertisement might be set in type larger than "agate." So came into being those "composing room rules" which, ever since, have been plaguing the exuberant advertiser.

This "genteel" type of makeup was later imitated by the *Brooklyn Eagle*, the *Philadelphia Ledger*, and other papers. It persisted until late in the Nineteenth Century and was the father of modern classified advertising.

Either just before or just after George M. Bourne embarked in business, America's first great advertising genius appeared on the scene. He was P. T. Barnum.

Everyone credits—and curses—Barnum for having originated the adjectival type of copy. Barnum was in reality merely its most artistic exponent. All showman's copy from time immemorable has had that shameless passion for superlatives.

A copy of the *Salem Mercury*, dated 1789, contains this advertisement:

To the Curious

To be seen at Mr. Benjamin Daland's,
near the town-pump, Salem.

TWO CAMELS

Male and Female, imported from Arabia.

These stupendous animals are most deserving of the attention of the curious, being the greatest natural curiosity ever exhibited to the public on this continent. They are 19 hands high—have necks near four feet long—have a large bunch on their backs, and another under their breasts, in the form of a pedestal, on which they support themselves when lying down—they have four joints in their hind legs, and will travel 12 or 14 days without drinking, and carry a burthen of 1500 wt. They are remarkably harmless and docile and will lie down and rise at command.

Then followed a Biblical passage, lending the authenticity of Father Abraham's name to the existence of such strange beasts as camels.

When still a youngster in his "teens," Barnum began practising his flamboyant art of advertising adjectivitis. He was selling lottery tickets to factory hands in Danbury, Conn. He would print up handbills in huge sizes, and deck them out with the most extravagant language. And they pulled.

Later, in the 1830's when Barnum went into the show business in New York, he continued and improved on the same tactics. He heard of a negress named Joice Heth, reputed to be 161 years old and originally the slave of George Washington's father. So he bought her for \$1,000, only to discover that she was a fake. That, however, deterred Barnum not in the least. He exploited her and her story to the limit. Soon his receipts were running to \$1,500 a week.

Eventually the old woman died. He turned to bookselling, again

using his characteristic tactics. His advertising sold the books, but his agencies swindled the profits away. Finally, he drifted into what was probably the first copy writing job in America. His salary was \$4.00 a week (this for a 32-year-old man with a family of three). His duties were to blazon the attractions of the Bowery Amphitheater. This he did in his now perfected adjectivized style. And henceforth this style became standard for all theater advertising.

On Jan. 1, 1842, Barnum opened his famous American Museum. Now thoroughly sold on advertising and on his peculiar methods, he started



in to advertise on an unprecedented scale and with unprecedented stunts. His intention was to "plough back" into advertising his entire first year's profits. But the profits came so fast that he was hard-put to spend them.

In the newspapers, his favorite device was mechanical repetition, such as in the following:

BARNUM'S AMERICAN MUSEUM
After months of unwearying labor and spending

NEARLY TEN THOUSAND
DOLLARS
NEARLY TEN THOUSAND
DOLLARS
NEARLY TEN THOUSAND
DOLLARS

in capturing and transporting them from that part of the Gulf of St. Lawrence nearest Labrador, the Manager is enabled to offer his visitors

TWO LIVING WHALES
TWO LIVING WHALES
TWO LIVING WHALES
TWO LIVING WHALES
TWO LIVING WHALES
TWO LIVING WHALES

a male and a female. Everybody has read of WHALES

IN NURSERY TALES AND "SAILOR'S YARNS" IN NURSERY TALES AND "SAILOR'S YARNS"

everybody has read of WHALES in story, song and history, and everybody

WANTS TO SEE A WHALE
WANTS TO SEE A WHALE
WANTS TO SEE A WHALE
WANTS TO SEE A WHALE

And now they have the opportunity. Barnum has

CAPTURED TWO OF THE
LEVIATHANS
CAPTURED TWO OF THE
LEVIATHANS
CAPTURED TWO OF THE
LEVIATHANS

has built a small ocean in his Museum, filled it from the briny deep, and there

THE TWO LIVING WHALES
THE TWO LIVING WHALES
THE TWO LIVING WHALES
THE TWO LIVING WHALES

measuring respectively fifteen and twenty feet in length, may be seen at all hours sporting in their native element. Who will miss the opportunity of seeing them? Another may not offer in a life time. Embrace this ere it be too late.

Barnum was also immensely fond of stunts of every kind. His imagination was as fertile as it was quick.

One morning a man came to the Museum and begged a breakfast. Barnum told him that he could have breakfast plus \$1.50 a day if he would follow certain instructions implicitly. These were the instructions:

The man was to place a brick at the corner of Broadway and Ann Street, another brick at the corner of Broadway and Vesey Street, another in front of the Astor House and another in front of St. Paul's Church. He was to continue from brick to brick on the walk. He was not to talk to any one en route, or answer any questions. At the end of every hour he was to present a ticket at the American Museum, walk through the building, pass out again and solemnly continue his brick work.

Half an hour after the man began, 500 men and women were watching him and trying to solve the mystery of his antics. Whenever he entered the museum, people bought tickets and followed him in.

Barnum's fortune sailed higher and higher. From the public forums he gave all the credit to his wide use of advertising and publicity.

Advertising could have had no more impressive endorsement. Everybody hailed its wonderful powers. All of the advertising of those days began to take on a Barnum flavor.

The Barnum style committed any sort of eccentricity to gain attention. In Barnum's lexicon, attention was 75 per cent of the value of an advertisement. Again Barnum was

[CONTINUED ON PAGE 78]



That Outside Point of View

We walked into the reception room of a noted perfumer and commented on the odor which pervaded it.

"Do you notice it?" he asked in surprise.

We told him the place smelled like a breath from Araby the blest.

He said he was blessed if he could smell anything. He was so accustomed to the odor he had ceased to notice it.

Sometimes it is something important of which the manufacturer is no longer conscious, to which he has become so accustomed that for him it has ceased to exist.

One service we try to render each client is the outside point of view—to continue to look at his methods and his goods as the customer sees them—and we endeavor to preserve this point of view no matter how long we are associated with a business.

C A L K I N S & H O L D E N , I N C .

2 4 7 P A R K A V E N U E · N E W Y O R K C I T Y

Is "Truth in Advertising" Enough?

By James M. Campbell

ADVERTISING took a long step forward when the Associated Advertising Clubs of the World adopted the principle that there must be "Truth in Advertising."

Advertising took another long step forward when the *Printers' Ink* Statute was framed.

The action of the Associated Advertising Clubs marked the line of cleavage between those who employ advertising for unworthy purposes and those who use it for purposes which call for neither explanation nor defense.

All this is so much to the good. But only the incurably optimistic believe that advertising methods and standards have reached the plane of perfection. Those of us who have the best interests of advertising at heart are not yet ready to admit that further progress is impossible. We are not willing to say, "Beyond this we cannot hope to go."

Just what form further progress in advertising will take, it is difficult to say. My own belief is that advertising is likely to justify itself, to a greater extent than in the past, because, more and more, it will be the expression of a desire on the part of advertisers to render a service of value to the public. It may, for example, educate the public so that it will know how to buy more intelligently. Or it will show buyers how to get longer wear or greater satisfaction from things that are advertised.

In other words, much of the advertising of the future will, I believe, be written from the point of view of the user, rather than that of the maker. It will be "you", not "I", advertising. It will, in short, be of a nature which might be characterized as "socially-minded."

This theorizing, these speculations regarding the future of Advertising were very much in my mind when I finished reading certain documents which have to do with what is known as

Respondent was charged with violating Section 5 of the Federal Trade Commission Act in that it "has been and is publishing statements about the goods of its competitors which are false, which deceive the public and which injure its competitors and the public as well."

The defense was that respondent "has not made some of the alleged statements; that it has made others as alleged; but that such are statements of fact which respondent has a right to make, regardless of their effect upon competitors; and that there is no deception or injury to the public."

THE statements to which the Attorney for the Federal Trade Commission directed attention and which he characterized as false were taken from advertisements which respondent has caused to be published since 1900. To reproduce them in full is out of the question; but an idea of their nature can be had from the following:

"Why should we use cheap, impure, unhealthful articles of food? . . . They endanger the health; they may cost life. There are reported almost daily cases of sickness caused by eating cake, puddings or biscuit made with cheap, alum baking powders . . . alum . . . it is a corrosive poison—think of feeding it to children! Yet the manufacturers of well known alum powders are actually denying that they contain alum."

"Alum is a poison and no one can eat bread mixed with it without injury to health."

In the Brief for Respondent, counsel says, under caption, The Facts:

"For some years the public were offered as 'baking powder' two different mixtures—with no accompanying description or indication whatever of the character or composition of the mixtures to enable the public to choose between them—one of which could be made for about 40 cents and the other for about 5 cents.

"The introduction of the cheap substitute necessarily presented to every manufacturer of baking powder a choice between two courses, to wit:

1. To substitute the cheaper acid ingredient for the more expensive and compete in price, or
2. To make known the differences and compete in excellence.

"The second course was, and is, pos-

sible only if the public can be acquainted with the differences. If both can be sold only as 'baking powder,' without disclosure of differences and reasons for choice, then the cheapest necessarily will alone survive and all must make the cheapest."

Counsel for complainant produced evidence to refute the claim that baking powders containing "sodium aluminum sulphate" — in contradistinction to "alum" — are harmful; and they stressed the fact that the Referee Board of Consulting Scientific Experts, to which fact-finding body the Secretary of Agriculture under President Roosevelt, acting under authority of an Act of Congress, referred the question of whether or not baking powders containing sodium aluminum sulphate are injurious, "unanimously reported that such baking powders were not unwholesome or deleterious to health."

"I have no intention of 'trying' this case in the columns of ADVERTISING AND SELLING. And I accept as final—though the attorneys for the Federal Trade Commission do not, for they have asked for a rehearing—the decision dismissing the case.

WHAT interests me is that the case against the Royal Baking Powder Company ever came to trial at all.

In my experience in advertising I have had a "look in" at many cases not unlike this one—cases where an advertiser went out of his way to say things about competitors which, while they may have been true, were calculated to harm them rather than help him. More than once, I am sorry to say, I have myself offended in this respect.

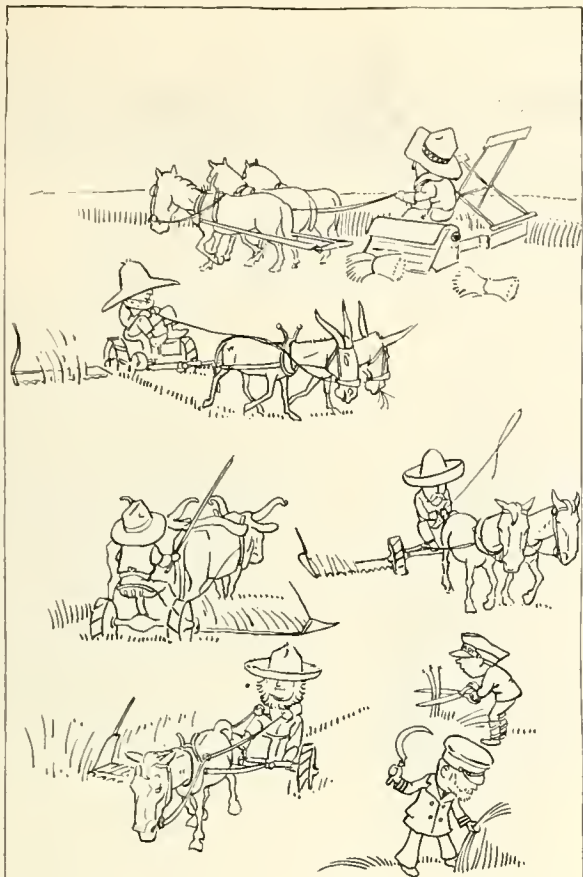
I recall with mingled joy and shame something which happened when I was connected with a certain western railroad. At that time, "reading notices" were regarded as the one perfect way for railroads to advertise. On one occasion, I evolved a six or seven line reader which bore the apparently harmless caption, "The Train on the Third Track." But there was a "stinger" in it. Whenever a representative of a competing railroad read that ad-

[CONTINUED ON PAGE 84]

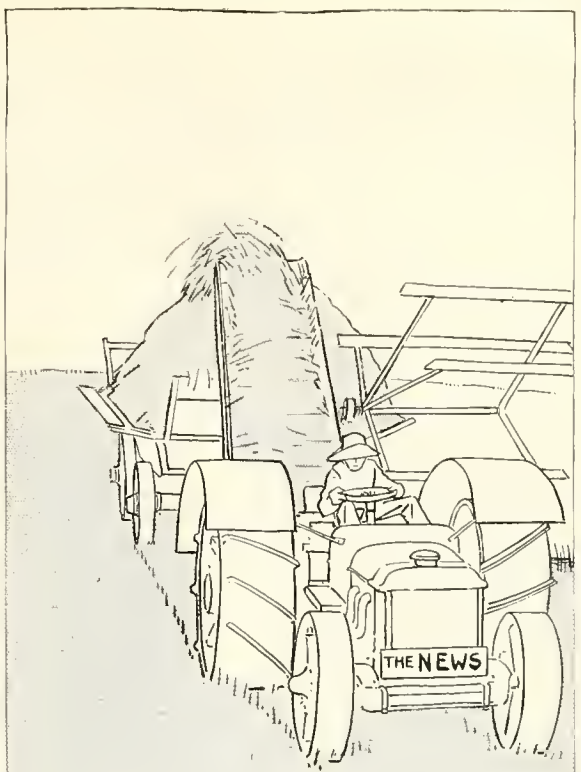
DOCKET No. 540

Federal Trade Commission
Complainant
against

Royal Baking Powder Company
Respondent



HARVESTING in the
New York Market—



as it should be done!

BUMPER sales crops in the New York market cannot be harvested with inadequate media! Nine million people in New York City and its suburbs cannot be sold through small media. Use enough circulation to cover America's largest and richest city market. Use The Daily News, with its MARVELOUS MILLION* circulation, 95% concentrated in city and suburbs, reaching more people everywhere, mass and class alike. The small page and small paper get the copy seen, cut the advertising cost! Get the facts!

THE  **NEWS**
New York's Picture Newspaper

Tribune Tower, Chicago

25 PARK PLACE NEW YORK

*March 1926 Averages: Daily 1,050,033; Sunday 1,291,343

How Many American Languages?

By David Lampe

THE last few years have seen considerable talking and writing about an "American Language." A few Henry L. Menckens have beaten the drums, and the literary saxophone players have fallen into line with an enthusiasm well nigh appalling. Advertising writers in particular have hailed the recognition of an American Language, but in their use of it they have made a discovery.

The perennial visitor-lecturer from Europe envies us. He says that a day's continual travel in Europe may mean passing through half a dozen countries, with half a dozen distinct forms of government, half a dozen different sets of habits of living, and—more trying than all—half a dozen different languages. In America, he says, one may travel for days and days continuously, without encountering a single customs officer, and without facing the necessity of talking through signs.

That's all the European knows about it!

What is this American language? The Admiral Peary of the discovery describes it as a mixture of English with all the immigrant languages, spiced by the colloquialisms of our time, our geography, our climate, and our business. Thus, "Soze your old man" is shocking English, but will in time become, if in some places it has not already become, good American.

Now what happens when an American Language is used in advertising? The national advertising writer relaxes completely. Sometimes the relaxation approaches the proportions of a trance, which may be preceded by an afternoon at a ball game or an evening at a boxing match, for purposes of getting color.

Then the keys of the Corona go through Charlestoneic contortions. The writer's spirit rises as his work



progresses. His mind passes into an ecstatically philosophic state. Aren't we hypocrites, after all? Don't we talk one language and write another? Why not be natural when we write? Don't we obscure our personalities in our formulae of composition? Why not be piquant? Why overlook the opportunity to get under the skins of our readers? Why not talk to them just as they talk themselves?

AND so the advertisement is written. It is set up in type, the illustrations are made, the engravings done, and the advertisement electrotyped and placed. In a few months the writer learns with dismay that Takoma isn't using "Soze your old man" yet. The advertisement not only falls flat, but it comes in for severe criticism. The national advertising writer wends his weary way to Long Island and mails a cancellation of his subscription to "a magazine with a green cover and without even any pictures in it."

New York slang takes a long time to penetrate to the great open spaces. What is witty in New Jersey may for months remain vulgar in Kansas. A

wise crack in Northern Illinois may provoke a quick draw in the oil fields. It is difficult to find informal English—or to stick to the name, an American Language—that is engaging or charming everywhere in our land at the same time. It is too advanced in the South or too old-fashioned in the North. It is too racy in the West or too slow in the East. And so after a failure or two, the national advertising writer says that he made a mistake in the first place, when he allowed himself to be driven into following a fad.

American Language! Fiddlesticks!

The national advertising writer, with chastened spirit—sometimes with chastised

spirit—goes back to his Webster and his Roget.

Then after a period of seclusion in the cloister of his craft, he emerges to read a retail advertisement in some out-of-town newspaper or other. His lip curls in scornful pity as he sees the mistake which he made, ages ago in his youth and inexperience. Some small townier is trying to write in an American Language! The national advertising writer reads on. Somehow or other, the retail advertisement holds him. His conscious, critical self derides. But his Freudian self stays with it to the signature cut. The kid is clever!

The national advertising writer decides to follow the retail fellows for a while to see if he can discover why it is that they can get away with it, while he cannot.

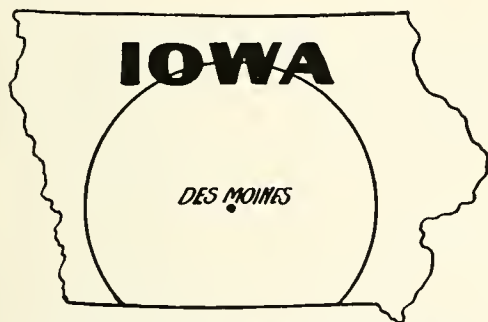
He gets the notion that to him America is a foreign country. He determines that there is no more use in his trying to write their language than there is in his trying to write an advertisement for the *London Times* in the language of the cabbie. He decides that if he ever wants to settle down in a small town and be-

[CONTINUED ON PAGE 60]

A RETAIL CITY BUILT TO SERVE 500,000



Des Moines has 150,000 population. But its retail stores would do credit to a community of 500,000. Indeed Des Moines is geared up in a retail way to serve a population of 500,000.



The circle around Des Moines surrounds an area of 100 miles from the city. Note how 100 mile circles overlap in Ohio.

Des Moines is the big retail and jobbing center of Iowa. Improved roads are bringing even the more remote towns and farms of Iowa closer to Des Moines every day. The strategic location of Des Moines has made possible the remarkable circulation of The Des Moines Register and Tribune—much the largest of any newspaper published in a city the size of Des Moines—176,120 Daily and 152,648 Sunday (March Net Paid average).

And very properly for it's much the largest city in almost the exact center of a state with two and a half million population. Compare Des Moines' one hundred mile radius, for instance, with the same radius from the larger cities of Ohio.

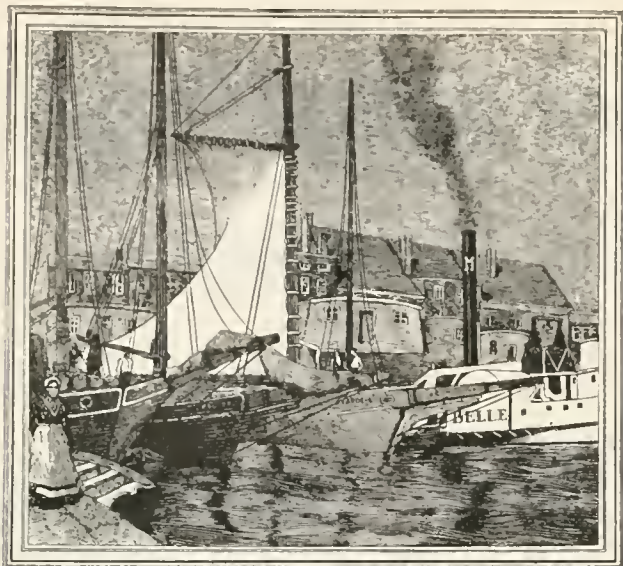


Data for Advertisers

"1926 Iowa Market Data Book" is filled with authoritative, up-to-date information on the Iowa market. "The Shortest Route to Iowa's Pocketbook" shows our circulation in every Iowa town and county. These booklets will be mailed on request, or may be secured from our representative.

The Des Moines Register and Tribune

REPRESENTED BY I. A. Klein, New York; Guy S. Osborn, Chicago; Jos. R. Scolaro, Detroit; C. A. Cour, St. Louis; R. J. Ridwell Company, San Francisco, Los Angeles, Seattle.



SMACKS AND OYSTER FLOATS NEAR FULTON MARKET AT THE FOOT OF BEEKMAN STREET, EAST RIVER, N. Y.

THE simple, picturesque business of providing New York's food supply and other marine industrial activities in the early sixties was just as much a problem then as now. Q—except that today's job requires a more adequate equipment and a wider experience in marine transportation engineering. Q All of which has been, and is, an important part of Moran Service through three generations.



"Over 65 years
in Service in
New York Harbor"

MORAN
TOWING & TRANSPORTATION
COMPANY • 17 BATTERY PLACE, N. Y.

Telephone
Whitwell 1340



THE LAYING OF THE ATLANTIC CABLE—LINKING THE OLD WORLD WITH THE NEW

WHEN on July 27th, 1866, sailors from the "Great Eastern" and the "Medway" carried ashore the western end of 2400 miles of cable successfully laid across the Atlantic Ocean. Moran Service was an established factor in New York Harbor. Then, as now, Moran Service, facilities and equipment added immeasurably to the efficiency within the harbor of America's most important seaport.

"Over 65 years in Service in New York Harbor"
MORAN
TOWING & TRANSPORTATION
COMPANY • 17 BATTERY PLACE, N. Y.
Telephone Whitwell 1340

Bringing Back the "Good Old Days"

THE white block "M" of the Moran Towing and Transportation Company has long been a familiar sight about the harbor of New York. Now it promises to become a familiar and equally welcome sight in the advertising sections of the publications devoted to marine affairs. Welcome if for no other reason than that the advertising itself is of such character and possesses such inherent worth as to set it in a little niche apart from the run of the mill insertions of similar concerns.

The Moran Company boasts a long and distinguished history. It was founded in 1861 by the late Michael Moran, one of the pioneers in towing and stevedoring in New York Harbor. Beginning with an original equipment of a single tow-boat, the company gradually grew and expanded its business from simple towage until it included a considerable volume of marine industrial transportation. During the general impetus to industrial and commercial activities which followed the close of the Spanish-American War, still

greater units were added to the equipment and a department of marine industrial transportation engineering was inaugurated. This represented a long step forward in the scientific handling of large tonnage and furnished to the clients of the Moran Company a number of very distinct advantages.

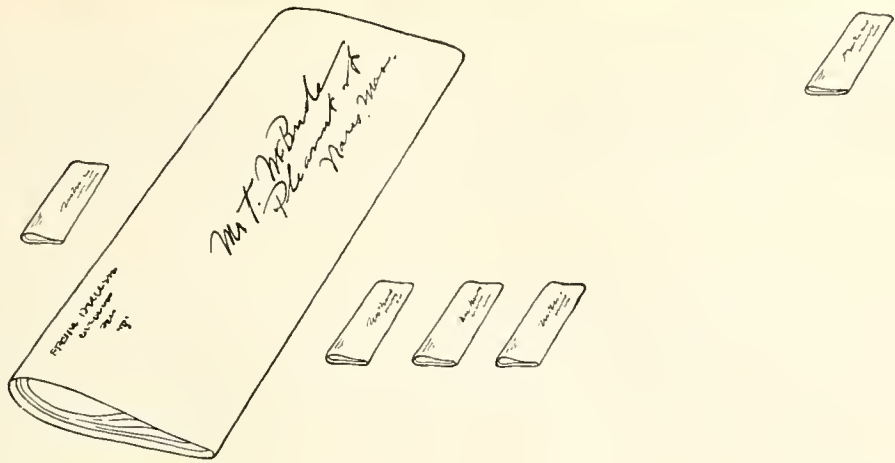
THE style and general tone of the advertising adopted by this concern represents a step quite unique in its field, but one which is entirely in keeping with the history and traditions of the company. The illustrations are in the wood cut tradition and extremely well done. The historical note is sounded from beginning to end, and both the copy and illustration bring out all the romance of American marine achievements. Amid the elaborate, archaic shipping pushes the little, snub-nosed, side-wheel tug "Belle," bearing on her ridiculously tall smokestack the "M" of the Moran Company. Historically, the "Belle" was the third of the Moran fleet. In her day she was rated as the largest

and most efficient towboat in the entire harbor.

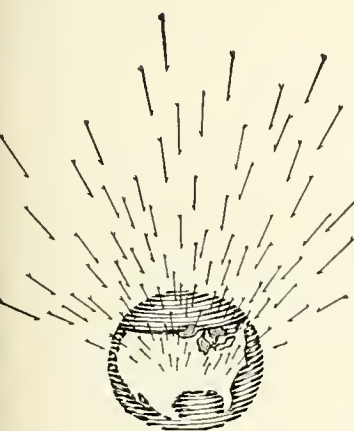
Harbor conditions have changed since the reign of the "Belle". Freight handling in our congested harbor is no longer characterized by the sweet simplicity it enjoyed in the old days when every cargo of perishable goods was subject to the whims of wind, storm and fog. Towing a great ocean liner through a crowded harbor and into a narrow slip is a different matter from dragging a comparatively shallow draught square-rigger about the lower bay and into the river.

A VAST amount of science has come with the complicated conditions, and the Moran Company had grown up with its business into an intricate organization with vast equipment and a comprehensive system of telephonic stations at strategic points all about the harbor. What is more natural, therefore, than that it should follow the lead of forward-looking business into the advertising field and there carry on with its characteristic standard of excellence?

ONE of a series on
the advantages of
directive MAIL



Perhaps 1 piece out of every 10 is *directive* MAIL



THE ECONOMIST GROUP
HITS ITS MANY MARKS
Here's a recent score:

NOTE: We wrote to 67 "better stores" from Chicago to the Pacific Coast, asking—"How many individuals in your employ are regular readers of the Dry Goods Economist or Merchant-Economist? To date, answers are in from 23 stores, as follows:

35	50	25
15	10	150
35	?	100
2	21	200
50	75	260
70	150	50
20	25	300
25	readers per store	20

IT'S bad enough in the average home, but it's a lot worse in the average store. Broad­sides, folders, brochures, envelope stuffers, sales letters—verily the flood-gates are open. By hundreds, by *thousands* mailing pieces of every size, color and content pour in on buyers and executives, to pile up on desks or get the busyman's rush to the convenient waste-basket.

Here and there in the litter are things that are *wanted*. Perhaps one piece out of every ten has been ordered, paid for and will be put to work. These rare few we call *directive* MAIL, because they are heeded guides to better business action.

Every issue of the Dry Goods Economist and Merchant Economist is *directive* MAIL. When your advertising argument appears as part of the merchant's business paper, he is readier to receive, take in, hold and act on your suggestion—he is, if your product and proposition fit his business. If not, why bother him at all!

Advertising can't do all your selling, but don't expect your salesmen to do your advertising. Be sure that your policies, your product and your prices are geared to the merchandising needs of the public and its purchasing agents, then tell your best friends, the "best stores," all about it—by way of the Economist Group. This is the simple and successful way to do your biggest selling job. *Tell and sell the merchant, and he'll tell and sell the millions.*

The **ECONOMIST GROUP** reaches buyers and executives in more than 30,000 stores in 10,000 cities and towns—stores doing 75% of the business done in dry goods and department store lines. Ask old: 239 W. 39th St., New York—and principal cities.

The **ECONOMIST GROUP**
DRY GOODS ECONOMIST MERCHANT-ECONOMIST

The Plight of Industrial Designs

By John Dashiell Myers

EVERY manufacturer and dealer whose products involve industrial designs, no matter how simple they may be, has a vital interest in legislation now pending in Congress which not only threatens the development of industrial art, but may seriously embarrass industry and possibly very seriously.

The substitution of copyright for patent protection for designs and the repeal of the design patent laws is the basic change embodied in this legislation, which is officially known as House Bill 6249. The change sounds simple enough, but owing to the fundamental difference between copyrights and patents, its effects are far-reaching.

The degree of protection afforded against infringement, for instance, will be much less than under the present patent laws. On the other hand, manufacturers, dealers, and the public generally will be confronted with the prospect of endless litigation under copyrights indiscriminately registered for designs which are not now entitled to protection at all, such as those lacking novelty or having merely a trivial character.

Taking a specific example, if a manufacturer developed at much expense a distinctive and very valuable industrial design and obtained a copyright registration for it, he would be unable to protect his design against anyone else who later, independently and without copying, produced a design identical with his work. Such a manufacturer would have to share his market with the producers of the later design. Under these circumstances, there will naturally be little inducement to manufacturers to spend large sums developing distinctive articles only to have their designs duplicated later by competitors who would share in their commercial possibilities without having gone to any equal trouble or expense.

Should such a manufacturer seek protection in the courts, he could not obtain relief under his copyright unless his competitor's design was in fact copied from his, and this would present an obviously difficult point for proof. This difficulty is not now raised at all as the test of infringe-

ment under the design patent laws is based solely on substantial resemblance. If one design resembles another which is patented, it may not be manufactured, used or sold without infringing, regardless of whether it is a copy or is independent work.

Another far-reaching effect of this proposed change will be that it will enable copyright monopolies to be created in designs which are now the property of any manufacturer who desires to use them. These indiscriminate copyright registrations will present a wide opportunity for harassing tactics and will breed much litigation.

A CONCERN marketing an article of a particular design which had been common property for many years would be open to attack at any time under a copyright registration which could be readily obtained by another for an identical, or substantially identical, design. Under those circumstances, there would be no infringement if the design so marketed had not been copied from the copyrighted work. But even if this satisfactorily appeared from the evidence and the concern should win, the trouble and expense of the litigation might make it an actual loser and the victim of its own suit.

Confusion of rights and consequent lawsuits will also grow out of the fact that the proposed change will make it possible for different persons to secure separate copyright registrations on identical designs. This would manifestly be a great hardship upon the one first producing such a design and copyrighting it. He and his trade might be confronted at any time with wide spread competition developed under a later copyright.

The situation would be menacing enough in instances where the design of the later registration was produced by independent work and without copying, but how much worse it would be if this were not true. Yet as copyrights are registered as a matter of routine and without examination, the door will be open for the unscrupulous readily to cloak themselves with copyright registra-

tion, and the way of the pirate will be made easier.

"The bars will be let down" in other ways and permit the copyrighting of designs of a trivial character, and many others which do not meet the requirements for a patent. This is because of the different standard determining the right to a copyright, as distinguished from a patent, and the different method by which it is secured for its owner.

One of the principal objects of the proposed change is to avoid the delay involved by examination in securing design patents. It is claimed that designs, if promptly marketed, may be copied by competitors, cheapened, and their value destroyed before patent rights can be obtained under which suit can be brought and contested.

The need, if any, does not justify the radical departure proposed. The difficulty, if it exists, is not general, but applies only to particular cases. Doubtless relief could be obtained by appropriate changes in the present laws or their administration, but even now patents are promptly granted on designs which are not open to objection.

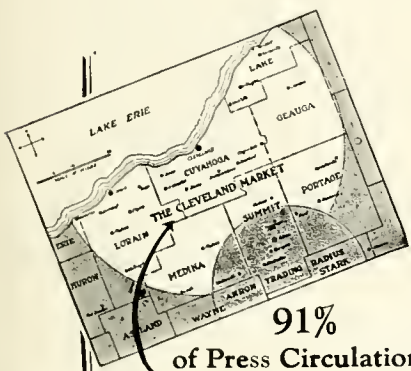
CREATORS of designs which meet the requirements of the patent laws will scarcely be willing to accept a monopoly of less value, in order to avoid the short delay involved in examination. Of course, those whose designs do not meet these requirements may be in favor of the proposed change; not, however, because of merely avoiding short delay, but because now they are not entitled to any kind of monopoly at all. This, after all, is the real purpose which lies back of this proposed change in the law.

The sum and substance of the matter lies in the fact that copyright is not an appropriate form of protection for industrial designs, because it has been developed to deal with literature and the fine arts. Industrial designs, on account of their relation to the useful arts, involve conditions of a different kind and which are more analogous to those under patents than under copyrights.

*A National Advertiser Accepted Our Challenge!
He made a survey of his own and found that—*

Advertising in Cleveland Newspapers Does Not Influence Buying in Northern Ohio Cities and Towns!

206 grocers, in 20 different Northern Ohio towns, were interviewed by this advertiser's salesmen—201 of them read one of the Cleveland newspapers—10 dealers said they had seen this manufacturer's advertising—7 of them had received calls for the merchandise advertised! Write for a complete analysis of the survey. It may mean thousands of dollars to you!



91% of Press Circulation is in The TRUE Cleveland Market

—that territory within 35 miles of Cleveland Public Square. The 45 leading Cleveland wholesalers and jobbers devote 67 per cent of their selling effort to this territory and therein derive 81.7 per cent of all their business. 96.1 per cent of the business of the 22 leading Cleveland retail stores comes from the same area. Editor and Publisher, The Cleveland Bell Telephone Co., the Audit Bureau of Circulations and The Cleveland Press AGREE that this territory is all the merchant or manufacturer need consider when advertising in Cleveland newspapers.

This Is What The Merchants Say—

According to the Sales Manager who made the survey, the following is a true composite of the feeling of all Northern Ohio merchants interviewed:

"I have no objection to you people spending your money in Cleveland newspapers. It makes no difference to me whether you use the local paper. But don't talk about the effect of advertising in Cleveland on my customers. I see at least 100 advertising portfolios a year. I have had Cleveland newspaper circulations in Wellington quoted to me until I know them by heart. Cleveland newspapers can put up a big talk about influencing the buying of my customers—but it's all talk, and nothing else. I deal with my patrons every day. They are my neighbors and friends. I've got a lot of money tied up in merchandise I bought from fast-talking salesmen on the strength of Cleveland newspaper advertising. But I'm telling you that the people of Wellington pay little attention to Cleveland advertising. Maybe the department stores there get a little good out of Wellington circulation, but I doubt if that is worth anything near what it costs. But the manufacturer—well, I'm getting so sick of seeing proofs of ads to run in Cleveland papers, I laugh whenever they are mentioned.

"If you really mean that you want to help me sell more of your goods, then do your advertising and saleswork here in Wellington. But don't talk about how much money you are spending in Cleveland. As far as my customers and your product is concerned, Cleveland might just as well be 10,000 miles away."

**THE PRESS IS THE FIRST
ADVERTISING BUY IN CLEVELAND!**

The Cleveland Press

NATIONAL REPRESENTATIVES:— ALLIED NEWSPAPERS, INC.,

250 Park Ave., New York City

410 N. Michigan Blvd., Chicago

CLEVELAND, CINCINNATI, SAN FRANCISCO, SEATTLE, LOS ANGELES

**FIRST
IN
CLEVELAND!**

**A
SCRIPPS-HOWARD
NEWSPAPER**

The 8 pt. Page

by

Odds Bodkins

ISERIOUSLY question this statement by E. M. Swasey in the March 29th issue of his always interesting multigraphed house-organ which peals the praises of *The American Weekly*: "Advertising would die a natural death if it were not for advertising solicitors."

I don't believe it would. Probably many of those whose advertisements appear in the public prints would not be there were it not for the skill and persistence of our brethren the magazine and newspaper representatives, and the salesmen for poster and street car and theater program advertising—and the newer salesmen of the ether. BUT—I am of the opinion that there are in the world enough men born with a passion for advertising to make a very respectable showing in the advertising columns, and many of them would be shrewd enough to pay a higher rate for space if there were less competition.

I doubt if old Thomas Doliber, founder of the Mellin's Food Company, and Walter Baker (if it was Walter himself who started Baker advertising), and the genius behind Royal Baking Powder in the early days, had to be coaxed into advertising. And I know quite a number of current advertisers who could scarcely be restrained from purchasing white space for spreading before the world the news of their businesses.

As further evidence, I submit the fact that the editor of the weekly newspaper published in my local community is even now embarrassed to keep a suitable ratio between news and advertising because, practically without any solicitation, more copy is submitted than can find room comfortably in the paper's columns. Merchants and "foreign" advertisers alike tender their advertising practically without solicitation, and local firms double and treble their space without so much as a suggestion from the paper's publishers.

So I'm not so sure that advertising is "sold" so generally and "bought" so seldom.

—8-pt—

Oh, for a bit more of the frankness of the 1889 T. B. Raye & Co. washing machine advertisement reproduced in a recent issue of *The Advertiser*, Detroit, which reads:

We don't believe it's necessary to advertise this Washing Machine very extensively. It isn't every one that can use this machine. A certain amount of sensible man-

agement is necessary. Those who have the New Era Washer are highly pleased with it. We can refer you to many in Detroit who would not be without it at five times the price. It saves the wear (and tear) of clothes on the wash board, and it saves half the time. What more could be desired?

—8-pt—

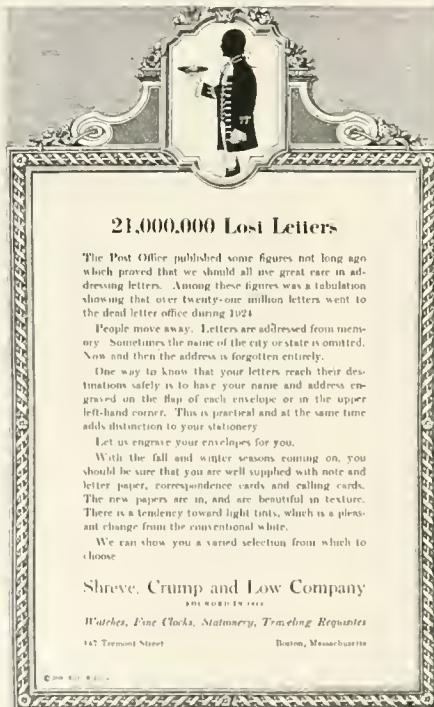
The publishers of *Time* have worked out a clever reminder to send out to slow-pay subscribers. Just a little multigraphed slip with reasons for non-payment listed, thus:

Away from home
Thought it paid
Changed address
Bills not received
Illness
Bills overlooked
Pure cussedness

I particularly like the last line. It's so darn human.

—8-pt—

This advertisement, which I clipped from a Boston newspaper, seems to me to have much to commend it.



21,000,000 Lost Letters

The Post Office published some figures not long ago which proved that we should all use great care in addressing letters. Among these figures was a tabulation showing that over twenty-one million letters went to the dead letter office during 1924.

People move away. Letters are addressed from memory. Sometimes the name of the city or state is omitted. Now and then the address is forgotten entirely.

One way to know that your letters reach their destinations safely is to have your name and address engraved on the flap of each envelope or in the upper left-hand corner. This is practical and at the same time adds distinction to your stationery.

Let us engrave your envelopes for you.

With the fall and winter seasons running on, you should be sure that you are well supplied with note and letter paper, correspondence cards and calling cards. The new papers are in, and are beautiful in texture. There is a tendency toward light tints, which is a pleasant change from the conventional white.

We can show you a varied selection from which to choose.

Shreve, Crump and Low Company
INCORPORATED IN 1912
Watches, Fine Clocks, Stationery, Traveling Requisites
147 Tremont Street Boston, Massachusetts

Seldom does a jewelry store get far enough from the wares it sells to relate them to life, as does this copy which quotes the Post Office Department on the number of lost letters (interesting fact in itself that 21,000,000 were "lost")



in 1924) and ties up to the store's engraving department, with the suggestion that envelopes be engraved with the sender's address on the envelope.

Attractive to the eye, too; and very printable on newspaper stock.

—8-pt—

Maybe you heard Lynn Sumner read this original poem of his at the A. N. A. meeting, but even if you did, you'll want it for your scrap-book:

WHERE THE REST BEGIN

Twenty-eight lines dedicated to the advertiser who has put a two-inch piece of copy in a well-known weekly—and is trying to find it.

Up in the front with Big Bens in variety,
Up with the soap that's preferred by society,
Tested, inspected, approved for propriety,
That's where a few get in.

But back of the somberest Post editorial,
Deep and profound—a fit Franklin memorial;
Back with the collar ads, tailored tonsorial,
That's where the rest begin.

Back of the can with the bright red label,
Back of the beans for the quick lunch table,
Back of the Campbell page, dear Mabel,
That's where the rest begin.

Back of Tom Masson's Sense and Nonsense,
Back with the schools of correspondence,
Almost back to the table of contents,
That's where the rest begin.

Back of Octavus Roy Cohen's coons,
Back with the Goodyear and Fisk Balloons,
Back with the newest Community Spoons,
That's where the rest begin.

Back with Heinz and the fifty-seven,
Near oblivion—farther from Heaven,
Back about page say, two hundred eleven,
That's where the rest begin.

Back with the Boss's pet idea,
Where four out of five have pyorrhea,
Way back where no one will ever see ya',
That's where the rest begin.

—8-pt—

What wisdom in this simple statement by Dr. Charles W. Eliot of Harvard: "When blocked or defeated in an enterprise I had much at heart, I always turned immediately to another field of work where progress looked possible, bidding my time for a chance to resume the obstructed road."

I wish some printer with the ability to express philosophy in type would set this beautifully and print it on cards and send it out broadly to business men. It is at once a philosophy of life and the secret of making progress.

How 141,000 Milwaukee Families Buy—

THE 1926 Consumer Analysis of the Greater Milwaukee market, in four volumes, is now ready for mailing. This fifth annual survey

is compiled from questionnaires personally filled by housewives representing a true cross-section of all Greater Milwaukee families.

Contents of the 1926 Consumer Analysis of the Greater Milwaukee Market

VOLUME I

Grocery Products

Baking Powder	Dairy Products
Beverages	Desserts
Breakfast Foods	Flours
Canned Goods	Laundry Soaps
Cleasers	Toilet Soaps
Condiments	

Tobacco Products

Cigars	Pipes
Cigarettes	Smoking Tobaccos

VOLUME II

Musical Instruments

Phonographs	Radios
Pianos	Radio Accessories
Miscellaneous	

Automobiles

Owners by Make	Operating Costs
----------------	-----------------

VOLUME III

Toilet Articles

Cosmetics	Tooth Brushes
Hair Nets	Tooth Pastes

Wearing Apparel

Corsets and Girdles	Men's Shoes
Haberdashery	Soles and Heels
Men's Clothing	

Pens and Pencils

Fountain Pens	Automatic Pencils
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VOLUME IV

Household Appliances

Gas Water Heaters	Vacuum Cleaners
Ice Machines	Wash Machines
Ironing Machines	

Building Equipment

Paints	Varnishes
Stains	

A Thorough Analysis of Consumer Buying Habits

The data compiled for the commodities listed at the left includes:

1. Brands in use.
2. Number and percentage of consumers using each brand.
3. Per capita consumption.
4. Total volume.
5. Dealer distribution.
6. Comparisons with all previous surveys made since 1919.

Copies of this analysis will be sent upon request to sales and advertising executives who have not already received the volume or volumes in which they are interested. Write at once, using your business stationery.

The Milwaukee Journal

FIRST—by Merit

The New American Tempo

[CONTINUED FROM PAGE 20]

ment and the integrity of the borrower have actually begun to be less of a banking hazard than whether the man at the head of the business can accurately judge the American tempo, and tell the direction public interest is likely to take.

This applies to public tastes, to manufacturing processes, and to marketing methods. Only recently, in addressing the Uptown Bankers of New York, O. H. Cheney, vice-president of the American Exchange-Pacific National Bank said, "Our knowledge of our distribution system as a whole is to a vital degree antiquated, and it is that because changes have been coming so radically and so rapidly. This is a machine age, and we have come to picture distribution also as a machine. Such is not the case, and as long as we think of it in mechanical terms we shall fail to understand it. It is a living thing—a growing thing—hungry, active, restless, ever-changing. It has not even definite parts with definite functions. Any part can attempt to assume any function, and protest meetings, law-suits, Government commission investigations, municipal or-

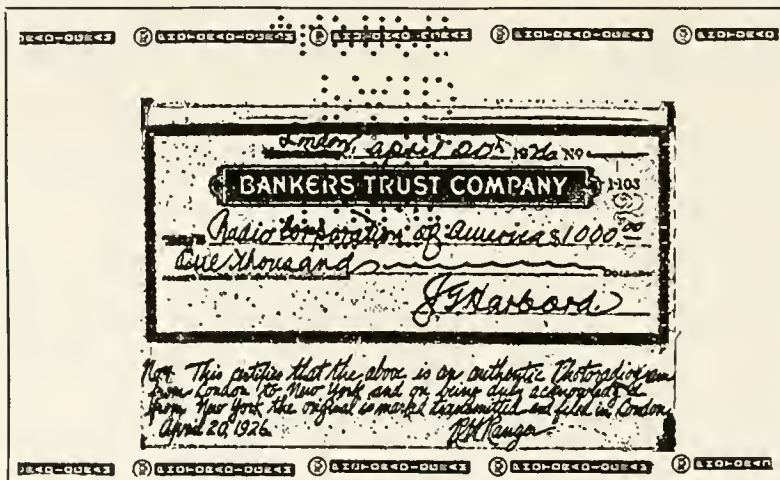
dinances and Federal legislation can be of little use. The functions of the retailer, the wholesaler and the manufacturer are not included in the Ten Commandments or the Constitution of the United States. If a retailer wants to assume some functions of the wholesaler, if a wholesaler wants to assume some functions of the manufacturer or if a manufacturer wants to assume some functions of a retailer, there is no law which can stop him except the inexorable economic laws of efficiency and profit."

Scores of business men who five or ten years ago faced no problems outside of their plants and offices are today secretly or openly worried for fear something will happen suddenly—another invention like radio,

another craze like bobbed hair, another development like the auto bus, another national upheaval like prohibition—that will wipe out or seriously cripple their businesses, make costly machinery useless, or destroy the monopoly of some pet patent, without giving them time to turn around.

On the other hand, a new crop of business geniuses has sprung up—men who, with nothing much to lose and everything to gain, have caught the new tempo, jumped in at the right time to capitalize the swing to Florida, the acceptance of radio, the short skirt, the six-cylinder complex, the lure of the lurid in literature, the breaking down of the prejudice against Sunday amusements, the public's discovery that it could have its 1927 luxuries in 1925 on the installment plan.

Other developments are going to open up new markets with a speed that will prove fully as amazing. As pointed out by H. A. Haring in a recent issue of ADVERTISING & SELLING, the coming of electric refrigeration is going to open new markets for perishables and semi-perishables in the South where refrigeration has been more or



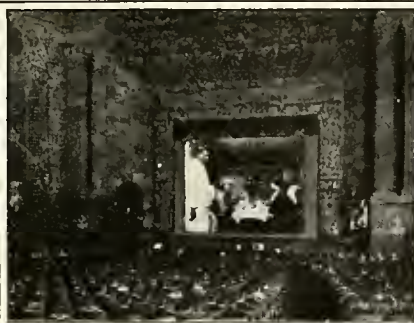
Courtesy L. C. Smith & Corona Typewriters, Inc.

THE aeroplane stands today as a potent promise of a revolutionized transportation system, realizing its most significant step so far with the establishment of the trans-continental air mail. . . . Within the past two weeks the above check, flashed across the ocean by radio picturegram, was honored by a New York bank. Ten years ago the idea of such things would have been ridiculed.

The Rock Island Railroad Enjoys These Advantages Through Photoplay



① Mr. and Mrs. Young, who are typical of 550,000 frequent and ardent moving picture enthusiasts—



② —glimpse on the screen scenes that transport them in fancy to fascinating far-off places.



③ The pages of Photoplay, read in the home, give rebirth to the yearnings first felt in the theater.



④ Rock Island advertising in Photoplay brings vague wishes to definite intentions.



⑤ And one day Mrs. Young passes the ticket office where she gets the literature that results in—



⑥ —the happiest of endings—for her and the railroad—the trip.

Moving Pictures DO Move

THEY move moving picture audiences to new longings.

Day by day, week by week, moving picture enthusiasts catch from the screen new ideas that mould their lives; of how to dress and to decorate their homes; of new motor cars; of new places to visit—in motor cars, or by rail or steamship.

The Rock Island Railroad finds in the Photoplay audience (outstandingly the moving picture enthusiasts) 550,000

people especially stirred with the impulse to see new scenes.

They regard it, of course, as wholly logical to focus these desires to visit new places upon those beautiful parts of the United States served by their road.

Your advertising in Photoplay may also enjoy a succession of powerful sales-making influences which may be capitalized to *your* very great advantage, too.

May we show you how?

PHOTOPLAY

Predominant with the 18 to 30 Age Group

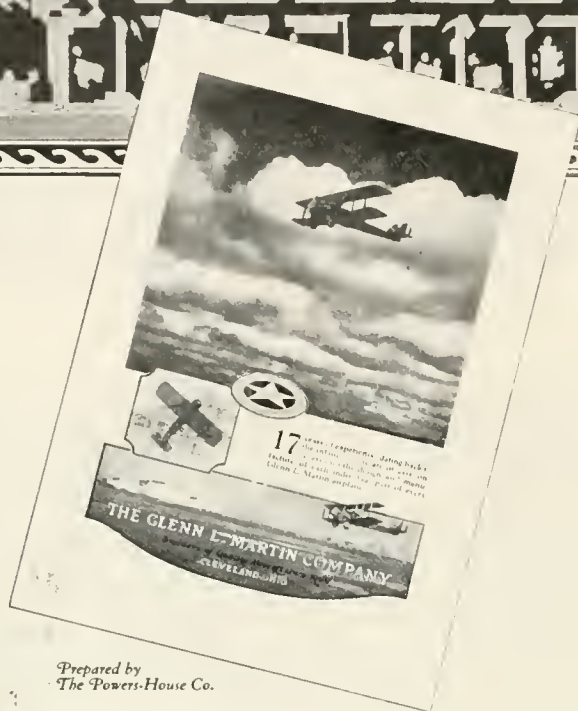
JAMES R. QUIRK, Publisher

C. W. FULLER, Advertising Manager

221 West 57th St., New York

750 N. Michigan Ave., Chicago

127 Federal St., Boston



Prepared by
The Powers-House Co.



CANARY yellow catches the eye
but sedate, Brewster green
gives longer service.

P-H

Bold assertions and glittering
promises lure the prospect but
sound service, painstaking and
consistent, maintains established
connections.

P-H

More than half of the names on
the Powers-House client list repre-
sent connections of at least five
years' standing.

The Powers-House Advertising Co.

HANNA BUILDING - CLEVELAND, OHIO

Marsh K. Powers, Pres.

Frank E. House, Jr., V. Pres. & Gen. Mgr.

Gordon Ricley, Sec'y

less a luxury in the past. The coming of oil burners for home heating may very shortly revolutionize the cellar of the American home and make a whole new floor available for living, and in so doing create new or increased markets for furniture, amusement devices, work shop equipment, etc. Good roads are rapidly spreading the population over a greater area, automatically increasing the market for the automobile and all of its accessories, as well as creating new shopping centers.

AND referring to shopping centers, here again we see the quickened tempo of America, again from a distribution angle. A few years ago, if a new home community began to build up, whether town, village, suburb, or city neighborhood, very gradually shops would open to supply the needs of the community as this man saw the opportunity for a grocery store, another figured he could make a living with a drug store, and so on, until, in the course of time, the community was completely served with needs and knick-knacks. Today the new community is likely to wake up most any morning to find that overnight it has acquired a fairly complete shopping center—a grocery store, a meat market, a drug store, a cigar stand, a five-and-ten cent emporium, a candy shop, and even a branch bank—all links of great national or local chains, ready to do business on familiar principles in standardized establishments selling well-known merchandise. This is important both to the manufacturer and to the public forming these new communities.

We will better understand what America's quickened tempo means, and how its influence may be anticipated, either for self-protection or for profit, if we examine briefly its underlying causes. They may be boiled down to a few terms:

- Invention
- Transportation
- Picturization
- The World War
- Availability

Invention is responsible for radio, for mechanical refrigeration, for the oil burner, and for many other devices that are changing national habits of life and thought, and speeding up the national tempo.

There is no telling where invention will stop in any given field, and it is difficult to foretell in what direction it will lead next. But enough business men have lived to regret that they scoffed at the possibility of this or that invention hurting so well established a business as theirs that there is now no excuse for the man who ignores an invention which threatens to interfere seriously with his business. If he makes refrigerators, he may at least make them so that they will readily accommodate an electric or gas refrigerating unit. If he is in the steel or the aluminum business he may at least start his

[N.B. This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.]



Mrs. Oakley

... "Salt of the Earth"

ON a quiet, tree-bordered street sits a homey white cottage. Before it is a stretch of lawn; behind it, a plot of garden. The lawn is kept trim and velvety by Mr. Oakley; the garden is his province, too. But the garden and the lawn and the house between were all planned by Mrs. Oakley—they are essentials in her scheme of life.

For Mrs. Oakley is "salt of the earth"—a "home mother." And she keeps her house strictly modern in every way. Living room, dining room, kitchen—each looks like a picture from "House and Garden."

Outside her home, Mrs. Oakley shows this same modern, progressive spirit. Her aid and opinion are valued by her church; she has an important part in every civic drive. She is a woman who knows

what she wants and *gets* what she wants.

It is not surprising, then, that she prefers The Enquirer. It brings her the news and shopping information she desires, and at that morning hour when she has time to read it. This "Enquirer-preference" is strikingly shown by the fact that 801 Enquirers are delivered daily to the 1,073 residence buildings in Mrs. Oakley's community.

To you, Mr. Advertiser, these facts mean this: Every day Mrs. Oakley's shopping bills run into thousands of dollars. Every day The Enquirer reaches her at the very hour when she is deciding how and where she will spend these thousands. Help her decide in *your* favor—by advertising in The Enquirer!

I. A. KLEIN

New York

Chicago

THE CINCINNATI

"Goes to the home,



R. J. BIDWELL CO.

San Francisco Los Angeles

ENQUIRER

stays in the home"

Ready-To-Wear Ready-To-Wear Ready-To-Wear

Women's
Misses'
Children's

Ready-To-Wear Ready-To-Wear Ready-To-Wear and nothing else but—

That is the field served by

Nugents
The Sarmant Weekly

and served well with a
National Circulation
at \$6.00 a year
among 75% of the best
Ready-to-Wear Retailers
Department Stores,
Drygoods Stores,
Specialty Shops
and Resident Buyers
in nearly 3,000
cities and towns.

If your client makes and sells
Ready-to-Wear—
NUGENTS is the one
paper he can use
profitably—
Every Week
in Every Month
in Every Year.

Published by
THE ALLEN BUSINESS PAPERS, Inc.

1225 Broadway, New York
Lackawanna 9150

research department working on such a metal as Edward S. Jordan recently voiced a need for: "an aluminum alloy cheaper, lighter and better than steel"; or he may anticipate that such a metal may be developed and lay plans to protect his business in case it is. If he is a publisher he may at least keep a sharp eye on public tendencies and reactions and to them shape his publishing plans. If he is a manufacturer of parts or elements or fabricated material of any kind, he may at least avoid the fatal error of assuming that tomorrow's demand will be the same as today's. Indeed he will, if he is wise, consider that he has certain equipment and certain skill to market, and study constantly to relate them to changing public needs and tastes. If he does not, he may some day find himself so far out of step with the American tempo as to be out of the running entirely!

TRANSPORTATION—chiefly overland transportation by motor—has been a second important cause of the quickening of the American tempo. "Step on it" is more than motor slang; it is expressive of a new American attitude: have what you want, do what you want to do, be where you want to be—and *without waiting*.

The broad and rapid transmission of news and ideas has done its share to speed up American life, but it was not until *picturization* was added to speed and breadth that its full effect on the American tempo began to be realized. Picturization as furnished by the movies, by the picture newspapers, and by the weekly and monthly periodicals both of mass and class circulation.

When words were depended upon for telling the news and for registering ideas about life and people and events and merchandise, the public was slow to take up with the new; there are so few word-minded people. But with the movie news reels and the tabloid pictorials to *show* the news, and the movie plots and "sets" to *show* the back woods how the city lives, and the magazine and newspaper illustrations to *show* what the aggressive tenth of the population is doing and wearing and eating, an overnight response is not only possible but seemingly inevitable.

As Will Hays said recently in a talk at the New York Advertising Club. "The head of the house sees a new kind of golf suit in the movies and he wants one. The housewife sees a lamp of a new design. Perhaps the whole family gets a new idea for redecorating and refurnishing the parlor and down they go to the dealers to ask for the new stuff."

"It was not long ago that a boy from any small western town could be picked out the moment he walked on the campus of an eastern university. Not now. And the girls who come East to school don't have to be taught anything about new styles, for they are getting their ideas from the same source as the eastern girls—from the movies, many of which are shown in Indiana only a little later than on Broadway.

The World War was a tremendous factor in accelerating the American tempo. First it stretched people's minds to accommodate great new conceptions, and then it threw them into high gear and kept them running at a dizzy speed for two years—a jazz speed that is in no small degree responsible for the present tempo, for it has never slowed down to the pre-war speed.

Also, it was the World War that accelerated the manufacturing tempo of America. Not merely the production rate, but the basic tempo of industry. Prior to the War a manufacturer made certain kinds of things in his factory. Over a period of years he might add other items, and even venture into new fields of manufacturing if he were more imaginative or inventive than his fellows. But with the coming of the War, stove factories were suddenly turned into ammunition factories, inland boiler foundries and bridge plants made ship plates, toilet goods laboratories made hospital supplies, and almost everybody ended by making something out of the usual. This experience opened men's minds to the fact that about the only limit to the flexibility of a factory, within the actual physical limitations of the plant and its equipment, was the owner's imagination. Presently billiard table manufacturers were making phonographs; auto accessory plants were adding radio parts; gun factories were making hardware; and so on, all through industry. Today it is the exceptional business that hasn't some plan for a new product under consideration at least.

ALL of these influences—invention, transportation, picturization, the world war—would have less business significance and smaller possibilities from a marketing standpoint if it were not for the fourth factor—*availability*.

The increased—and increasing—availability of merchandise has materially accelerated the tempo of American merchandising, just as quantity production methods and the lesson of the War have accelerated the tempo of American manufacturing.

The chief factors that have brought this about are: the chain store, penetrating as it now does to the suburbs and the "sticks" with all kinds of merchandise; the metamorphosis of the drug store, adding evenings and Sundays to the availability of hundreds of items of merchandise, not only in shopping centers but in residential neighborhoods; the automobile, eliminating the distance between the home and stores of all kinds; house-to-house selling, carrying the merchandise right to the front or back door; magazine shopping services, bringing the avenue shops to the interior towns; and now, as pointed out by another writer in *ADVERTISING AND SELLING*, the roadside gasoline station, a new outlet for merchandise dotting the map of America perhaps more thickly than any other.

In addition to these physical factors influencing availability, there are the price and terms factors: the lower

IF 500 PEOPLE MOVED AWAY—



YEAR or so ago 50,000 people moved out of Bridgeport, Connecticut. A serious blow to the city? Not at all. They were squads of that vast, sad corps known as "floating population." By so much as they consumed the plain necessities of food, clothing and shelter, Bridgeport retailers and realtors miss them. Otherwise, business goes on as usual.

Bridgeport has about 500 subscribers to THE QUALITY GROUP magazines.

What if those 500 should move away?

Instantly a critical civic emergency would exist. Industries, banks and commerce would be compelled to go far afield in search of new executives. There would be a desperate shortage of doctors and dentists, judges and lawyers. Church and club activities would suffer a blight, and a pall would spread over the intellectual visage of the area.

The compilers of the Blue Book would be inconsolable and the Directory of Directors would be obsolete. Great parcels of real estate would be a drug on the market. Bank deposits and trade in the best stores would drop heavily.

The very arterial blood of the city would have been drained.

We know that the 500 QUALITY GROUP subscribers mean exactly that to Bridgeport, for we have checked them over, name by name, with the best informed local merchants. We also know that very few of them will move away. For it is a characteristic of THE QUALITY GROUP subscriber that he does not float. Wherever he lives, he is an established and entrenched factor in the life about him.

In Cincinnati the same sort of checking was made. Out of 153 subscribers to just one QUALITY GROUP magazine, a local merchant instantly recognized every one except six, and declared them all to be good prospects for costly quality products.

If you could show everybody in the United States through your plant, your business future would be assured. Suppose you should take over 700,000 people through the plant. Would you go out on the highway and herd in the first 700,000 in sight? Would you not rather pick and choose your 700,000 by inviting from each city and town those comparatively few who are incomparably influential? That is precisely the function of THE QUALITY GROUP.

Advertising in THE QUALITY GROUP is *next to thinking matter.*

THE QUALITY GROUP

285 MADISON AVENUE, NEW YORK

THE ATLANTIC MONTHLY

THE GOLDEN BOOK MAGAZINE

HARPER'S MAGAZINE

REVIEW OF REVIEWS

SCRIBNER'S MAGAZINE

THE WORLD'S WORK

Over 700,000 Copies Sold Each Month



The Telephone and Better Living

PICTURES of pre-telephonic times seem quaint today. In the streets were horses and mud-splashed buggies, but no automobiles and no smooth pavements.

Fifty years ago homes were heated by stoves and lighted by gas or kerosene lamps. There was no domestic steam heating or electric lighting, nor were there electric motors in the home. Not only were there no telephones, but there were no phonographs, no radio and no motion pictures.

The telephone permitted the separation of business office from factory and made possible the effective co-ordination of widespread activities by a centralized organization. It changed the business habits of the Nation.

The amazing growth of the country in the past fifty years could not have come had not science and invention supplied the farmer, manufacturer, business man and family with many new inventions, great and small, for saving time and labor. During this period of marvelous industrial progress, the telephone had its part. It has established its own usefulness and greatly accelerated the development of the industrial arts which have contributed so much to better living conditions and to the advancement of civilization.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

BELL SYSTEM



IN ITS SEMI-CENTENNIAL YEAR THE BELL SYSTEM LOOKS FORWARD TO CONTINUED PROGRESS IN TELEPHONE COMMUNICATION

The Only Denne in Canadian Advertising

You cannot effectively place your Canadian Advertising by merely consulting a Newspaper Directory. You need an Advertising Agency familiar with "on the spot" conditions. Write.

A-J-DENNE & Company Ltd.
Reford Bldg. TORONTO.

Shoe and Leather Reporter Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday. \$6 yearly. Member ABP and ABC.

**Folded Edge Duckline and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor
Displays**

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have seven other jewelry journals combined.

prices made possible by simplification and quantity production which have made six-cylinder cars and radio sets and toilet soaps and hundreds of other commodities and specialties available to lower salary stratas; and the deferred payment plan already referred to which has still further increased immediate availability.

To get these factors (and of course there are others such as the airplane and radio, which will come to mind readily enough) clearly organized in our minds is to see the *why* of the new American tempo. To understand the *why* is to be able better to recognize—and even to anticipate—further changes, and to gauge their probable effect on any given business. This gaging is likely to be the big problem of the future both in manufacturing and marketing.

Meanwhile there is one point to be borne constantly in mind: from a marketing standpoint the danger in trying to synchronize a business with the present American tempo lies in failing to realize that the public tempo of acceptance of a new idea is not necessarily the public tempo of purchase of the product or service that idea represents. There is still the time element to be figured on, and the same old need for persistent sales and advertising effort. The time element may have been shortened, but it has not been abolished as a marketing factor; nor have the bumps and turnings been eliminated from the road to market.

Charles C. Green
Advertising Agency, Inc.

Philadelphia office, will direct advertising for the Silent Sword Automatic Oil Burner, marketed by the Sword Burners, Inc., same city.

Walter E. Brown

Formerly assistant advertising manager of the Billings-Chapin Company, paint manufacturers of Cleveland, has become associated with The John S. King Company, Inc., advertising agency of that city as production secretary.

"Power Plant Engineering"

Announces the removal of its offices to 52 West Jackson Boulevard, Chicago.

O. S. Tyson and Company, Inc.

New York, will direct the business paper advertising of the Annual Power Show and of the Chemical Show for the International Exposition Company, same city.

Lakeside Publishing Company

New York, publishers of *The Trained Nurse and Hospital Review*, *The American Food Journal* and *Food and Health Education*, announce the removal of their offices to 468 Fourth Avenue.

K. L. Hamman, Advertising, Inc.

Oakland, Cal., will direct advertising for the Fageol Motors Company, same city.

Condensed Milk
Evaporated Milk
Condensed Coffee

THE
Borden
SALES COMPANY, INC.
The Borden Company, Sole Owner, Established 1857



Malted Milk
Milk Chocolate
Dry Milk Flakes

350 Madison Ave.

New York, April 1, 1926

Please mark reply for attention

of Stuart Peabody

Miss Katharine Clayberger,
c/o People's Home Journal,
285 Madison Avenue,
New York, N. Y.

Dear Miss Clayberger:

I have just examined carefully the material you are sending out to the mothers of small children among the readers of PEOPLE'S HOME JOURNAL, and I want to tell you how valuable and constructive I think this work is.

We have always regarded PEOPLE'S HOME JOURNAL as a real Institution - something more than a periodical magazine. We have come to this opinion as a result of the excellent response we have got from our own advertising in PEOPLE'S HOME JOURNAL over a period of years. It occurs to me that work such as The Young Mother's Nursery Class, accounts for this unusual reader confidence.

Entirely aside from the fact that this effort on your part to improve the condition of babies and children makes PEOPLE'S HOME JOURNAL an excellent medium for advertising our own product, we think that you are to be complimented on your work from a humanitarian standpoint.

Yours very truly,

THE BORDEN SALES COMPANY, INC.

Stuart Peabody
Advertising Manager.

SP/EVG

PEOPLE'S HOME
JOURNAL

950,000 Net Paid



THE OPEN FORUM

WHEREIN INDIVIDUAL VIEWS
ARE FRANKLY EXPRESSED



Installing Crime?

IN lieu of the discussions about the installment method of buying in recent issues of *ADVERTISING & SELLING*, the following excerpt from the newspaper story of the kidnapping of a ten-year-old girl by a nineteen-year-old youth bears an interesting significance:

"He stated today that he was buying a Ford sedan. The car cost some \$600, and he was making \$18 a week—but youth will be served, and he had paid all but about \$206. But the \$206 was a problem, so he went to the movies for advice. There, he said, he saw the picturization of a magnificently successful and profitable kidnapping."

Was not the real seed of this crime the desire on the part of the youth (who paid \$154 down and \$25.80 a month thereafter, and who was earning a salary of \$18 per week) to own a Ford sedan? The papers themselves relate later on that there was neither a woman in the case nor a pure out and out desire to do evil—he merely "wanted to go touring in his Ford."

It is true that the installment method enables many people to possess things—good things—they would not otherwise think of buying. But there is room for a question mark over a system which incites a person to an ownership which is economically illegitimate—since, because the cost of that ownership is greater than the individual's resources can afford, the result is to make of him (as in the case cited) a social liability, a criminal.

PAUL J. CARDINAL,
The Hoffmann-La Roche Chemical
Works, Inc., New York.

Standardization for Direct Mail

THE whole trouble in the direct mail situation boils down to this one thing: If you want to use display advertising, you choose your agency and get down to business. But if you have direct advertising in mind as a supplement, you are confronted with an astounding array of direct mail specialists, letter shops, printers who have or have not direct advertising departments, direct mail services, and what have you. What's the result? You finally let the agency decide, and the agency sometimes says: "Thumbs down."

A howl goes up in the direct advertising quarters, a fracas is barely averted, and one more breach is made. Direct advertising is not on the stand. It has proved itself. Any advertiser who uses the mails intelligently will testify in its behalf.

The solution lies in standardization in the ranks of the direct advertising specialists, or the installation of direct advertising departments in agencies.

ALBERT R. DWYER,
The John C. Powers Co., Inc.,
New York.

The Advertising Tool Chest

IF, as is asserted, direct mail advertising has been making extravagant and unwarranted claims to the detriment of other forms of advertising, then I believe it would be well to have a full, frank and free public discussion of the matter.

May I say, however, that nearly every branch of advertising has at one time or another been guilty of arrogating to itself all the virtues and of ascribing to other forms of advertising all the failings.

For fifteen years I have been preaching the doctrine that the different forms of advertising are not competitive, but coordinate. Many times I have likened advertising mediums to a chest of tools, each tool particularly fitted for a certain kind of work. A screw driver will not take the place of a hammer, but this is no reflection upon the screw driver. No man would attempt to build a house with just one tool, and there are almost no advertising campaigns that do not require the special qualities of two or more advertising tools. One of the tests of an advertising craftsman is his ability to choose wisely the tools necessary for the job and then to use them skillfully.

JESSE H. NEAL,
Executive Secretary,
Associated Business Papers, Inc.,
New York.

Selling with the Hammer

ANYONE with as deep-set convictions as the writer of "Is Direct Mail Losing Its Directions?" should certainly be willing to come out in the open and back his opinion with his name.

Where does he get the idea that direct mail only sells itself by a free use of the hammer? I haven't heard such a lot of that "propaganda fired with sententious statement, etc., etc." Maybe it's because we are buried down here in North Carolina, but usually propaganda, particularly if it's of a scurrilous nature, travels to the by-ways and hedges.

Possibly we are missing a good bet by not adopting that method of selling our services, but frankly we haven't

as yet found it necessary. And until we are convinced of the ineffectuality of the horn we won't take up the hammer.

Give Homer Buckley or Oren Arbogust a chance to take a crack at this "prominent reader." Either of them, as well as a dozen others we know could make his arguments look like a machine gun target after an hour's fire.

F. QUINBY SMITH,
Bennett-Williams Co.,
High Point, N. C.

Direct Mail Is Antagonistic!

DIRECT mail is antagonistic to other forms of advertising and it is not a battle of the future but one of the present. Shall direct mail sit by while publications brand it as "rubbish cluttering up the mail boxes" or shall it produce its record of performance and drag forth from behind its smug veil of superficiality and buncombe those self-crowned kings of publicity who think only in terms of white space, commissions and "hope to goodness it will pan out right"?

Direct mail! The only form of advertising where it is possible to foretell results. Direct mail! The only form of advertising to the classes. Direct mail! The only advertising divested of the fluent generalities of mass publicity. The one form of advertising that is indispensable in any well-balanced, planned-for-results campaign to sell anything.

When an advertiser appropriates a half million for national advertising and the campaign falls flat, he'll just change agencies and go to it again.

But—just let him spend only two per cent of that sum in direct mail and if that fails to produce then he's ready to shout to the world that direct mail is no earthly good.

It's the agencies and the publications that have produced such a frame of mind in our prospects. They haven't hesitated to damn us up and down because we've taken away a little of what they covet for their own. Thus, while it would be nice just to turn the other cheek, we've learned better, for we're just as liable to get smacked again by the organized cohorts of 15 per cent.

E. J. SHIRMAY,
Manager, Advertising Division,
The Letter Specialty Co.,
Cleveland, Ohio.

Yes, Direct Mail is antagonistic—antagonistic as truth is to falsehood; as antagonistic as facts are to fancies. Direct Mail is fast forgetting pacifism. It is becoming more and more militant.

Selling to the homes of today— and of tomorrow

THE advertising of today has a double job. It must help you sell not only to the homes of today, but also to the homes of tomorrow.

In accomplishing this double result, the complete family interest maintained by Better Homes and Gardens is an important help to you. For, in addition to its demonstrated power in selling to the homes of today, Better Homes and Gardens exerts a tremendous influence on the home-builders of tomorrow.

An illustration of this influence is found in the following quotation from an article by Louise Perry, a high school student at East Orange, N. J. It shows the interest which Better Homes and Gardens holds for the younger members of the family—the home-builders of tomorrow.

A recent letter to the editor of Better Homes and Gardens from Thomas Perry, a subscriber at East Orange, N. J., enclosed an article written by his 17-year-old daughter, Louise.

Members of her high-school English class were asked to write about any magazine. She selected Better Homes and Gardens as the most interesting subject for such an article.

We are indebted to Mr. Perry for sending us the article, and to Miss Perry for permission to quote from it here.

"Better Homes and Gardens shows how to build and how to enjoy homes. Since we spend nearly two-thirds of our time in our homes, there is every reason to make them as beautiful and attractive as possible. To have a pleasant outlook on a lawn well bordered with shrubbery makes it easier to have a pleasant outlook on life."

Miss Perry is 17. Some day she will be general manager of a home. It

is still a "castle in the air," to use her own words. But already she is deciding how to build it, how to landscape it, how to furnish it.

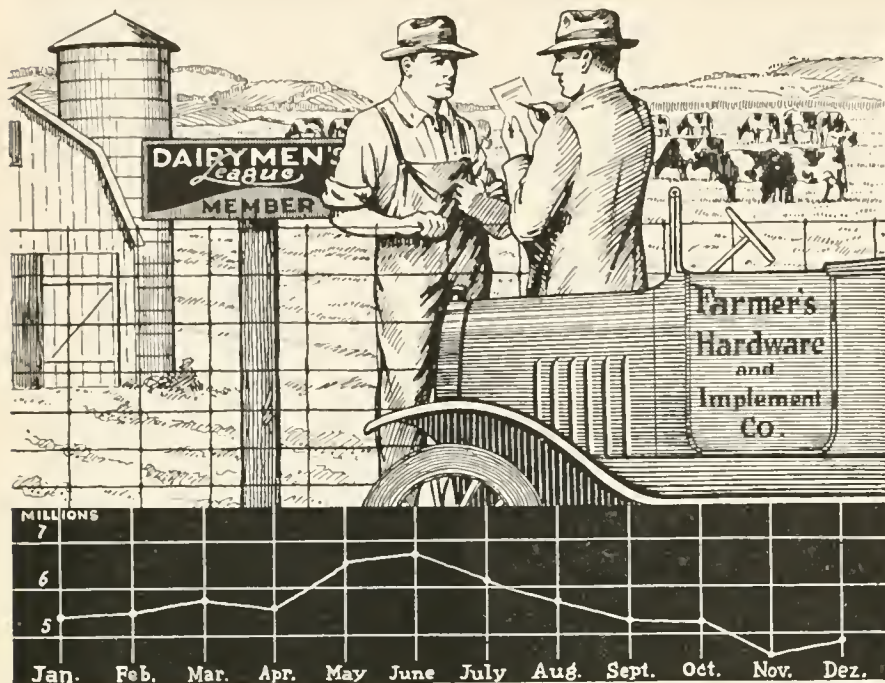
She is going to have a home that will provide a pleasant outlook on life. Let Better Homes and Gardens make a place in that home for your products.

700,000 NET PAID

BETTER HOMES *and* GARDENS

E. T. MEREDITH, PUBLISHER

DES MOINES, IOWA



Gross Sales of The Dairymen's League Co-op. Assn. for 1925.

Pasture Time Is Harvest Time Milk Checks Are Biggest; Expenses Lowest

A glance at the graph above will show you that the Eastern dairyman received his largest milk checks during the months of May, June and July. These are the months when the cows are grazing in green pastures; and feed bills are almost forgotten.

Shrewd advertisers drive hardest when the dairyman has the largest income and the smallest necessary outgo. It is then that the chances are greatest of diverting a part of his income to your product.

Your chances will be further improved if you use the medium in which he has greatest confidence—the dairy paper that is farmer-owned.

Careful analysis shows that by using the Dairymen's League News and one general farm paper you can effectively cover the "New York City Milk Shed" at least cost and with least duplication.

A request will bring Sample Copy and Rate Card

This Map shows Area which supplies New York City with fluid milk.



DAIRYMEN'S League NEWS

New York
120 W 42nd Street
F. M. Tibbitts, Bus. Mgr.
O. E. Everett, Adv. Mgr.
Phone Wisconsin 6081

Chicago
10 S. La Salle Street
John D. Ross
Phone State 3652

Ned Ludd's Revenge

[CONTINUED FROM PAGE 22]

make yesterday's luxuries today's necessities. With 20,000,000 motor cars, \$100,000,000-a-year golf clubs, 80,000,000,000-a-year cigarettes against them, staple products give way.

Intensive methods and foreign competition will lower raw materials. Competition between producing machines will lower retail prices; rival distribution systems will lower retail prices. Therein lies the one brilliant consolation for those trained down for the fight: New and unexpectedly greater markets will open exactly as new prices permit.

The electrician's helper who made \$2.80 a day in 1914 now gets \$12.00. Cost of living dropped a third from its 1920 peak; while builders' wages in New York went up a fifth. There was loose talk after the War of "liquidating wages." But today our employers, loaded down with labor saving machinery, durst not touch a penny wage. The Luddites win. They are the geese that eat the golden eggs!

John Jay Messler

For three years assistant advertising and publicity manager of the Security Trust & Savings Bank of Los Angeles, Cal., and previous to that assistant advertising manager of the Broadway Department Store, same city, has joined the firm of Emil Brisacher & Staff, San Francisco advertising agency, as assistant chief of the copy department.

Lyon Advertising Agency, Inc.

New York, announce the removal of their offices from the Times Building to 270 Madison Avenue.

Callender-Sullivan Press, Inc.

Chicago, publishers of *Sporting Goods Journal* and *Motorcycling* (including the *Bicycling World*) have moved their offices to the headquarters of the parent corporation, the Trade Press Publishing Corporation, at 542 South Dearborn Street, Chicago. W. D. Callender continues as president of both corporations. William Botho Mayor, formerly secretary, has been elected vice-president to succeed T. J. Sullivan, retired. Charles O. Nelson succeeds Mr. Mayor as secretary. The two corporations will continue to conduct their affairs separately as in the past.

Elmer G. Stacy

Recently with The Kalkhoff Co., New York, has joined the organization of Carl Percy, Inc., producers of window displays, same city, in a creative and contact capacity.

Announcement
&

THE BUTTERICK
COMPANY

announces the election of

JOSEPH A. MOORE

as Chairman of the Board of Directors

and

S. R. LATSHAW

as President of the Corporation



THE BUTTERICK COMPANY

Butterick Building

New York



The Outstanding Hospital Editor

Matthew O. Foley, Editor of HOSPITAL MANAGEMENT, is the outstanding editor of the hospital field. He is known far and wide for his constructive editorial service and for his definite contributions to hospital progress.

Mr. Foley originated National Hospital Day, which is celebrated each year on May 12, the birthday of Florence Nightingale, by nearly 5000 hospitals in the United States and Canada and many others in all parts of the world.

No publication is a better advertising medium than its editorial service indicates. That is why advertisers who want hospital prestige advertise in the medium of accepted editorial leadership.

Hospital Management

Member Associated Business Papers, Inc.
Member Audit Bureau of Circulations

537 S. Dearborn Street

CHICAGO

How Many American Languages?

[CONTINUED FROM PAGE 40]

come a retail advertising man, he may indulge his weakness for writing an American language. In the meantime, he must write English.

While his mind is going through all that torture, his reading of retail advertisements is narrowing down to a few typical writers, one in each important section of the country. And he makes his discovery. Each seems to write the language of America, yet each writes differently.

There is not one American language. There are many American languages.

His mind begins to race. The commodity to be sold to the classes ought to be written about in English. The article to be marketed to the installment trade ought to be written about in the American languages. Obviously, it cannot be efficiently done through the publications with millions of circulation each. Southern California excuses a cover illustration showing a snow scene, but Virginia will not forgive an advertisement glorifying the great Republican President.

THE use of the nationally circulated publications becomes for many campaigns one of background. The down-to-brass-tacks advertising that is supposed to get-the-business will become sectionalized. Sectional advertising is no new thing, and there is no occasion to describe its mechanics here. The application of sectional advertising to make possible the use of local language is new and will come in for considerable thought.

Even though you may think we are driving at the plan of having advertising writers located in each of the territories to be covered, that is not what we mean at all. A study even from a distance, of local habits and local traditions, will make it possible for an advertising writer to avoid the pitfalls of local unpopularity.

A very little study would have kept an advertising writer from telling us Democratic but nevertheless patriotic Baltimoreans that we must eat Blah Bread in order to maintain the traditions of the Southland. One look at a Denver newspaper stock market page would have kept another fellow's work from being ineffective because of his salutation, "You red-blooded men of the great reaches of the Old West." Reading one Elsie Singmaster story would have kept still another advertising writer's effort from being wasted in southern Pennsylvania, in an advertisement that didn't leave it to the imagination that she wore them.

Every national advertiser who distributes his product through retailers knows of the use of sectional advertising (the retailer's local advertising of the national advertiser's product) for purposes of localization. Which is to

Inside Facts on Selling in Europe

J. George Frederick, President of the Bourse, has just come back from a European trip, analyzing the best methods of rapidly developing trade for American goods. He has also established European research offices. It will thoroughly well pay to secure the Bourse's reports on export.

THE BUSINESS BOURSE

15 West 37th St., New York City
Tel.: Wisconsin 5067

In London, represented by Business Research Services, Aldwych House, Strand

The Standard Advertising Register

is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.

National Register Publishing Co.

Incorporated
15 Moore St., New York City
R. W. Ferrel, Manager

THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.
50 Years of Service to the Architectural Profession and Its Results

THE AMERICAN ARCHITECT numbers among its readers several who have been continuous subscribers for half a century and its average renewal for a period of years is over 77%. When considering the cultivation of this market write for information and the complete service we render.

239 West 39th St.

New York

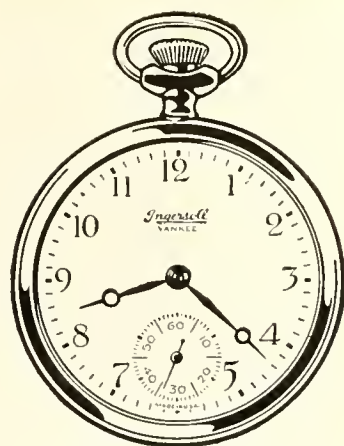
COLUMBIA

The Largest Catholic Magazine in the World

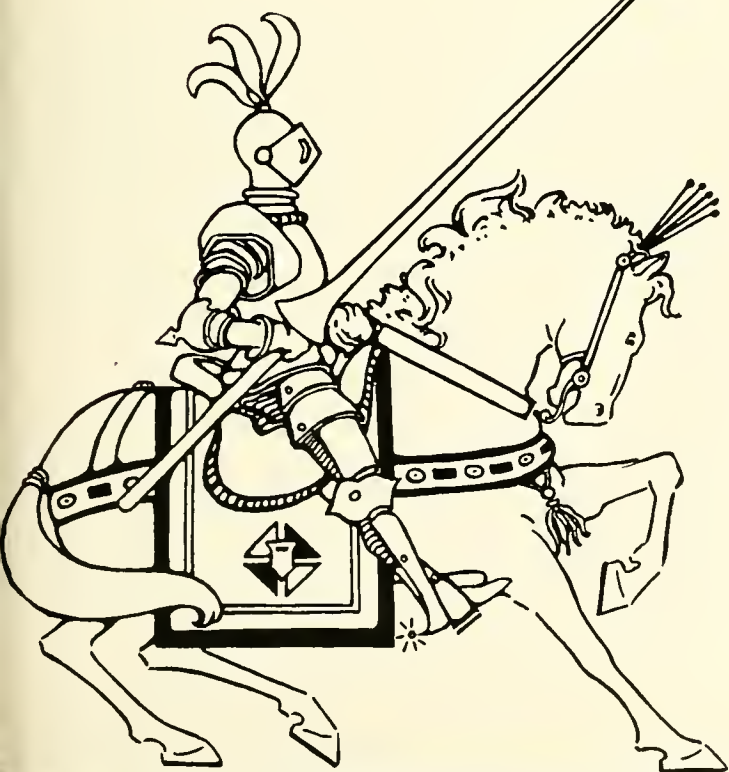
COLUMBIA has been assigned an important part in making the name of Ingersoll one of the best known of all trade-marks.

For the third successive year the Ingersoll Watch Co., Inc. will share in the responsiveness of our more than two and one-half million readers. This year, as in the past, Ingersoll advertisements will appear on COLUMBIA back covers in color.

Like many other national advertisers, the Ingersoll Watch Co., Inc., recognizes in COLUMBIA an opportunity to reach a vast number of potential buyers with marked economy and effectiveness.



Ingersoll



Returns from a questionnaire mailed to subscribers show that COLUMBIA has more than two and one-half million readers, grouped thus:—

Men	1,211,908
Women	1,060,420
Boys under 18	249,980
Girls under 18	244,336

TOTAL 2,766,644

The Knights of Columbus

Publish, print and circulate COLUMBIA from their own printing plant at New Haven, Connecticut

Net Paid 757,443 A. B. C.
Circulation Audit

Eastern Office
D. J. Gillespie, Adv. Dir.
25 W. 43rd St.
New York

Western Office
J. F. Jenkins, Western Mgr.
134 S. La Salle St.
Chicago

GAS STATION TOPICS

"The National Filling Station Magazine"

Wishes to Announce

that beginning May 1, 1926, Glenn W. Sutton will become Vice President and General Manager of the publication. New offices have been opened at 250 Park Avenue, Postum Building.

Mr. Sutton comes to Gas Station Topics with a broad and unusual experience in publishing and in the oil industry. For five years he has been president of Petroleum Age, an oil trade paper covering producing, refining, and marketing branches of the oil industry.

Gas Station Topics will be devoted to the construction, operation, maintenance and management of Filling and Service Stations. It will competently cover merchandising and selling activities at such stations with the aim of opening a brand new outlet for manufacturers wishing to use this channel of retail distribution.

Manufacturers and distributors of equipment and accessories used or sold at Filling or Service Stations will also find Gas Station Topics a medium of unusual merit in presenting their products to *Large Buyers* who have never before been readers of oil industry publications.

The editorial management is under the direction of Alex A. McCurdy, former editor of the Oil Trade Journal, who has been engaged in editorial work for many years as the editor of Oil Trade and financial publications and the daily newspapers of New York and Washington, D. C.

Circulation, 25,000

Advertising rates upon application

GAS STATION TOPICS

Suite 410-411, 250 Park Avenue
New York, N. Y.

Telephones: Vanderbilt 3089, Murray Hill 3980

say, for purposes of talking an American language. The national advertiser in his great weekly and monthly magazine advertising campaigns glories in his generalities. Each individual retailer of his product, getting down to details, talks in the language of his neighborhood, and gives the national advertiser the benefit of the American languages.

But that's where a national advertiser's name frequently comes in for many and contradictory uses. So why isn't the sectional part of a national advertiser's campaign planned by the national advertiser himself? The usual dealer-help campaign furnishes a convenient beginning.

This is what the national advertiser is coming to: A national campaign, in the great magazines, giving advertisement to names, trademarks and general policies, and written in English. A series of sectional campaigns, in the daily newspapers, mails, outdoor and other local media, giving facts and arguments, and written in the American languages.

A. W. Shaw Company

Chicago, announce the removal on April 22 of the Eastern office of *System* to new quarters in the No. 1 Park Avenue Building, New York. Also located there are the Book Department of the A. W. Shaw Company and the Eastern advertising offices of *Factory and Industrial Merchandising*.

Klau-Van Pietersom-Dunlap-Younggreen, Inc.

Milwaukee, will direct advertising for The Mixermobile Company, same city.

Hommaun, Tarcher & Cornell, Inc.

New York, has been appointed advertising counsel for the Irish and Scottish Linen Damask Guild, Inc., a new organization which will direct a cooperative advertising campaign for thirty of the leading Irish and Scottish manufacturers of linen damask table cloths and napkins. William J. Pugh of McCrum, Watson & Mercer is the president of the Guild, and Alfred T. Brown, previously director of advertising for Ireland Brothers, will be director of advertising. The Guild has established its headquarters at 260 West Broadway, New York.

Col. George Henry Ham

For thirty-five years head of the advertising department of the Canadian Pacific Railway, died in Montreal on April 16th. He was one of the veteran newspaper men of the Dominion, having served on *The Chronicle* of Whitby, Ont.; *The Free Press*, *The Tribune* and *The Times*, and as editor-in-chief of *The Nor'Wester* of Winnipeg. He was the author of "The New West" and other works.

Fred D. Stevens

Utica, N. Y., will direct the advertising for Divine Brothers Manufacturing Company, same city, makers of canvas cushion wheels and buffing, polishing and grinding wheels.

The Lillibridge Viewpoint

Number One

Issued by Ray D. Lillibridge Incorporated

New York

There's a Time to Rush and a Time to Smoke

WHEN we contemplate the rash way in which many manufacturers rush into print, with half-baked plans for getting distribution and turning interest into sales, we are reminded, by contrast, of the great-grandfather of Deidrich Knickerbocker whom Herbert Quick tells about so entertainingly in his latest book.

It seems that on taking the contract to build a church in Rotterdam, the old gentleman took three months of smoking for pure consideration of the work; then three more in knocking his head and breaking his pipe against every church on a circuitous journey from Rotterdam through Amsterdam, Delft, Haarlem, Leyden and The Hague and back to Rotterdam; then three more in walking and navigating and climbing to attain coigns of vantage for contemplating the site of the still unbuilt church.

At last, having smoked three hundredweight of tobacco, and traveled and thought and contemplated for full twelve months, and having filled the good Rotterdammers with the fidgets, he pulled off his coat and five pairs of breeches and laid the cornerstone of the church. According to the great historian of New Amsterdam, when completed, this church was so conveniently constructed that all the zealous Christians of Rotterdam preferred it to any other in the city.

~ ~ ~

THE tempo of advertising is necessarily fast. Nevertheless, it is our conviction that speed has come to be too much a habit. There's a time for rushing and a time for smoking, and if a little more smoking were done first there would be less need for rushing—and less waste.

"Namby-Pamby Stuff"

SOMETIMES when our "follow-through" work for a client leads us into such a maze of detail that we begin to wonder if we are doing anything better than clerical work, there comes to us that sage observation by George Arliss in *Collier's*: "It is the namby-pamby stuff that shows the real value of an actor or an actress. The big emotional scenes are, as a rule, comparatively easy to play. Up to a certain point they play themselves."

Isn't it very much the same in advertising?

Stuttering Salesmen

IT WAS John Ruskin who wrote, "He who has truth in his heart need never fear the want of persuasion on his tongue." This puts us in mind of a remark Frank Braucher, of the Crowell Publishing Company, made to us one morning. We were talking about salesmen, and he said, as respecting his own company's sales staff, "I never worry about what will come out of their mouths if they have the right thing in their hearts. They could stutter and still sell!"

On Ordering From the Left

THERE comes a time in nearly every business man's life when he makes the discovery that in the interest of his general well-being and his success, he should order what he wants from life, instead of fitting himself into the table d'hôte conception of other men's minds.

If it is luncheon he is ordering, he ignores the row of prices down the right side of the menu and orders from the left what appeals to him as being tasty and nourishing and appropriate to his mood, his digestion, and the time at his disposal. Or, better yet, he ignores the menu and simply tells the waiter what he wants,

whether it be a bowl of half-and-half and graham crackers, or *terrapene goute d'or*.

If it is a suit he is ordering at his tailor's, he looks at materials first and price afterward, knowing that the cheapest suit he can buy will be the one that will add most to his personal appearance and reflect success.

And so with the books in which he is to invest his most precious possession—his time; and the plays he selects to see, and the magazines he selects to read: he orders not from the right on price or convention, but from the left on the basis of what he knows he needs in order to get the most out of life.

So ordering, he nearly always finds that costs have a way of evening up, one with another, so that in the end he comes out better than the man who habitually considers cost first.

~ ~ ~

WE ARE strongly of the opinion that this same philosophy applies to the choice of an advertising agency. If you can find an agency which will give you the unbiased counsel and the thorough-going service you believe to be the only way to make your advertising fully effective in a sales way, it will pay you to order that service and pay what it costs, knowing that it will actually be the most economical sort of advertising service you can buy. It will fit your needs and there will be no waste.

The Coast-to-Coast Bug

IN A recent issue of *Factory* there appeared an article by W. M. Pattison, president of the W. M. Pattison Supply Company, in which he said "We forget the U. S. A. and cultivate sales near home."

We know of several companies which could with profit "forget the U. S. A." for the time being and develop their home market inten-

sively. By so doing they would establish their businesses on a sound profit-making basis, capable of gradual expansion to national proportions over a period of years, with a continued program of profit-making.

The Coast-to-Coast Bug is an insidious microbe that few business men can seem to throw off, once they inhale it; but is worth resisting until distribution not only dictates it, but can support it "in the luxury to which it has been accustomed."

CLIENT WANTED

AN advertising agency with some rather different working methods and marketing ideas wants as a client a manufacturer in the household specialty field who is dissatisfied with his present rate of progress in sales and distribution and is ambitious to attain a position of leadership.

He must have an open mind, the business acumen to appreciate the wisdom of paying a stipulated monthly fee to cover high-calibre co-operation and insure absolutely disinterested counsel as to marketing methods and mediums; also a conviction that there is too much of the conventional in present-day advertising, sales and distribution practices.

His product may be a vacuum cleaner, an oil stove, a washing machine, a kitchen cabinet, a piano, a rug, or practically any other specialty for the home. But it must be a *good* product. His business may be located anywhere from St. Louis east. He must be able to command capital sufficient to carry out a carefully planned progressive marketing program, but if he has a natural aversion to spending a dollar without knowing pretty definitely what it is buying for him in the way of progress toward a pre-determined "objective," it will be in his favor.

We can take on one more such client at this time. We have some ideas that will interest him, and we can assure him of a quality of advertising service and marketing co-operation that he will appreciate. Address, in confidence and without obligation: Ray D. Lillibridge Incorporated, No. 8 W 40th Street, New York City.

RAY D. LILLIBRIDGE INCORPORATED

Advertising • No. 8 West 40th Street • New York

Telephone: Longacre 4000

Founded



in 1899

Are Solicitors Lazy?

[CONTINUED FROM PAGE 21]

One salesman came in to paint a glowing picture of what would happen if we adopted his scheme and introduced our product on a national scale. His office had given him a note that we were heavy local advertisers, but they had omitted to state the number of countries in which we were heavy local advertisers. That was all he knew before coming in, and after admitting himself to be one of the best advertising men out of captivity, he launched into his story. Not only did he neglect to consider the nature of our market, but he wasn't even acquainted with the correct name or price of our product. His call was a waste of time for himself and for us, because he was too lazy to look up the prospect.

This list could be extended and elaborated upon, but it hardly seems necessary. Perhaps there is too much of the human equation involved to hope for much elimination of such selling waste. Some advertisers have endeavored to cut down on it by refusing all interviews except special appointments, but it would seem that a little more instruction from the home office, a more definite sales plan, would be a national benefit.

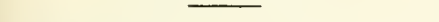


Paul O. Sergeant

Who has served in executive capacities with the *Baltimore News*, *New York Herald*, *Louisville Herald* and *Louisville Post*, has been appointed assistant general manager and director of advertising for the *El Paso* (Tex.) *Herald* and *El Paso Times*.

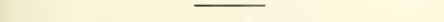
Progressive Composition Company

Philadelphia, typographers, announce the opening of a New York plant in the Jarco Building, 213 East Thirty-seventh Street. Kurt H. Volk will be in charge, and Norman E. Hopkins, formerly with the Beck Engraving Co. and the Royal Electrotpe Co., will direct the service department.



Verne Burnett

Secretary of the Advertising Committee of General Motors Corporation, has been named chairman of the Committee on Relations with Newspaper Publishers of the Association of National Advertisers.



Charles C. Green Agency

Philadelphia office, will direct newspaper advertising for A. T. McAllister & Company, investment securities, same city.



McGraw-Hill Company, Inc.

New York, announces the *McGraw-Hill Radio Trade Catalog* succeeding *The Radio Trade Directory*, to be published in a new size and style with enlarged contents three times a year.

There's no denying the tremendous popularity of fiction.

Remove it from the editorial program of the modern magazine and its circulation would disappear like soft shadows at eventide.

Yet, Needlecraft Magazine has demonstrated beyond all doubt that there exists in this country a considerable number of very worth-while women who take little or no interest in fiction.

Without fiction, and for more than ten years, Needlecraft has maintained a circulation in excess of 1,000,000 without clubbing or price-cutting in any form.

Tests made in different ways and in different sections of the country revealed the astonishing fact that 40% take no other woman's magazine.

Advertise in all the women's magazines published and you would not reach a single one of them.

That they are highly responsive to advertising of good merchandise we refer you to any Needlecraft advertiser.

Let us tell you more about this big body of non-fiction readers.

ROBERT B. JOHNSTON,
Advertising Manager

Fill in, tear out and mail this coupon



Robert B. Johnston, Advertising Manager
Needlecraft Magazine
285 Madison Ave., New York, N. Y.

Send complete analysis of Needlecraft Magazine's circulation of 1,000,000 and reason why it can increase the sale of

.....

Name of firm.....

Individual.....

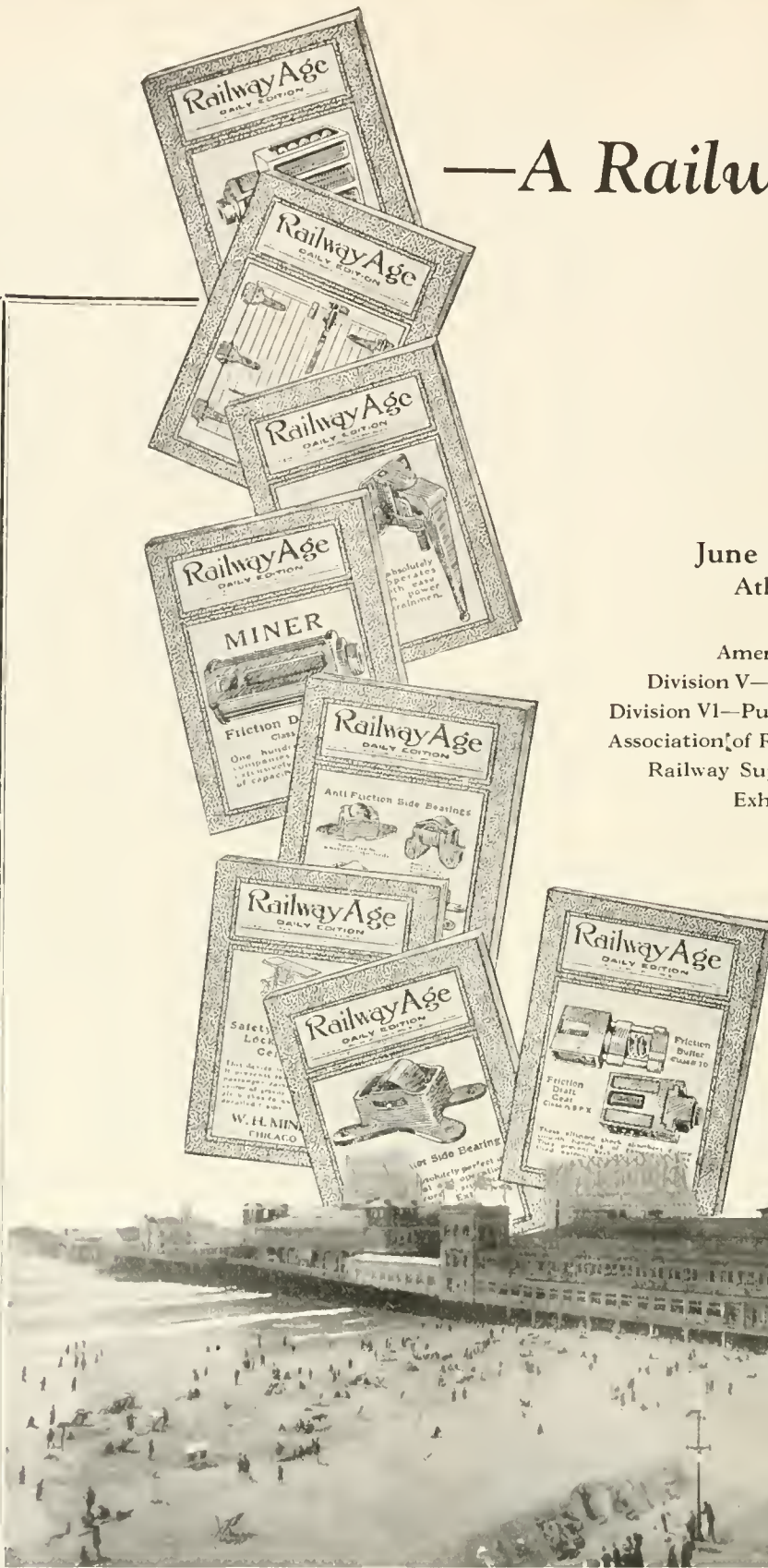
Address

Member A. B. C

—A Railway Age Every

June Railway Conventions Atlantic City, June 9-16

American Railway Association
Division V—Mechanical, June 9-16, inclusive
Division VI—Purchases and Stores, June 9, 10 and 11
Association of Railway Electrical Engineers, June 14
Railway Supply Manufacturers' Association
Exhibit June 9-16, inclusive



Railway Age—June Daily Editions

Twenty-four Hours

Eight During Conventions

Publishing a business paper like the *Railway Age* every twenty-four hours for eight days—delivering copies to those at the convention each morning with complete records of the activities of the sessions of the preceding day, and mailing copies to all interested railway executives, operating officials, and purchasing and mechanical officers—is an achievement.

It is this service and the resultant reader interest which has been building since 1887 that has made the *June Daily Editions* of the *Railway Age* a recognized institution, and the more than 122,000 copies distributed during the conventions a supreme influence throughout the railway industry.

An average of 1,600 copies of the *June Daily* will be available each morning before breakfast to those attending the conventions at Atlantic City—in addition to the more than 13,000 which will be mailed each day to railway men on every railway in North America.

*Write for complete information regarding the
June Daily Editions of the Railway Age and
the June Railway Conventions at Atlantic City.*

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

New York, N. Y.

Chicago: 608 S. Dearborn Street Cleveland: 6007 Euclid Avenue Washington: 17 and H Sts., N. W.

San Francisco: 74 New Montgomery Street New Orleans, Mandeville, La.

London: 34 Victoria Street, S. W. 1.

June 9, 10, 11, 12, 14, 15, 16 and 17

The Expositor Story In a Nut Shell

The Architectural Forum
after its fifth annual build-
ing survey predicts

\$284,445,000
will be spent
for new church
buildings in 1926
Anno Domini

Sell the Minister and
You Sell the
Business Churchman

He creates new markets
He studies your adver-
tising
He recommends

April 5, 1926

Stewart School Supply Company,
Stockton California.
Gentlemen:

We have your letter of the 31st.

.....
We know that we secure more inquiries
from advertisements appearing in the
EXPOSITOR than perhaps in all the rest
of the church periodicals put together.
It is a non-sectarian paper and is with-
out doubt the most outstanding religious
publication in this country.

Very truly yours,

MANITOWOC CHURCH FURNITURE CO.
CCG/CO

Reach 20,000 active ministers—
intelligent, reasonable purchas-
ing agents — MONTHLY in

The
EXPOSITOR

The Minister's Trade Journal Since 1899

JOS. M. RAMSEY, Manager

710 Caxton Building
CLEVELAND, OHIO

17 W. 42nd St. 37 S. Wabash Ave.
NEW YORK CHICAGO

Send for Sample Copy and Rate Card

Shall We Sell Direct?

[CONTINUED FROM PAGE 24]

entire business over to direct-selling. This plan has been followed by such firms as the Imperial Underwear Corporation of Piqua, Ohio, and the Hirshey Knitting Mills of Chicago. Naturally this method is risky. If the manufacturer throws out his retail trade and then cannot make a go of direct-selling, the fatal result is obvious.

The first method is usually preferred because it is safe. Safe, because it can be dropped if not successful without imperilling the retail business which has been the sole source of income in the past.

THE second and third methods, however, are extremely good when practical. The use of the firm's old name, its good-will with consumers, its reputation and resources give it a big start toward success. And the announcement of the change to "straight-line marketing" has considerable advertising value among prospective sales-people.

After he decides to "take the plunge" and sell direct, by any one of the three plans mentioned, the average manufacturer who has been accustomed to dealing with the trade usually finds it extremely difficult to accustom himself to the entirely new methods which must be followed in order to make his direct-selling business a success.

He tries to operate it in the same ways in which he is accustomed to working with the trade, using the same sort of office organization, the same filing and record systems, the same packing and shipping methods, and so on. What he utterly fails to realize is that he must develop a "direct-selling mind," and then adapt his entire organization to a totally different set of principles and methods.

This mental attitude on the part of the manufacturer cannot be emphasized too strongly. From it will result either an overhead which will eat up his margin of profit even if he obtains volume or an economical, efficient system of sales promotion which will handle every step of correspondence, follow-up, record-keeping, order-filling, etc., at the lowest cost per unit of sale.

To cite two out of thousands of incidents illustrating this point. A manufacturer who had turned his whole business over to direct-selling and had gone through about the same disheartening experiences which I have described in the first part of this article told us that his office overhead was simply eating him alive, though he was doing a fair volume of business. We found that he was copying every order averaging \$7.00 on the same elaborate production sheets and with the exact amount of detail and red tape which he had formerly used to handle orders

from jobbers and retailers averaging about \$80.00 each. Another manufacturer was answering every inquiry with a personally dictated, typed and signed letter. Tests showed him that carefully planned and worded multi-graphed form letters could produce actually even more business than his personally dictated letters.

The manufacturer just going into direct-selling usually finds it almost impossible to see the sound reasons back of the type of advertising and follow-up which is used in the direct-selling field. This is particularly true of the conservative man who has been accustomed to "lean over backward" in every statement he made about his merchandise. Frequently he starts by making his advertising follow the lines he has laid out for trade paper copy for his regular line and he finds that it is altogether too cold and impersonal in appearance and appeal to pull inquiries in profitable numbers. In his reaction from this ultra-conservatism he is likely to go to the other extreme and run copy with "\$100.00 A WEEK" as the headline and "the greatest money-maker of the century" as the principal copy appeal. This advertising pulls a flood of inquiries but he soon finds that they are of the lowest grade—that the better type of producers are repelled instead of attracted by this kind of copy.

SO far this has been a gloomy picture of the field and it is painted that way for a definite reason. The direct-selling business is not one for pikers. The days, if they ever existed, when a manufacturer could become a successful direct-seller by spending a few hundred dollars for advertising and getting up a sample line are gone forever.

There are rich rewards in direct marketing, rewards at least as gratifying as those to be obtained by any other selling methods. The big successes and profits made by hundreds of companies operating in the field are ample proof of this statement. But to succeed, a manufacturer must have several things in his favor and he must shape his business in accordance with certain very definite principles. These principles are not the same as those which determine success or failure in selling through retailers and jobbers.

His product must, of course, be right. The demand or potential demand must exist in one form or another. The product's weight, size, "features," novelty, demonstrability, unit of sale, and durability will to a large extent fix the channels in which he must operate. Entirely different problems confront the manufacturer of a vacuum cleaner or washing machine, which lasts for years, and the manufacturer of hosiery

AVAILABLE ON THE LINOTYPE

TRADE **LINOTYPE** MARK for the finest advertising composition TRADE **LINOTYPE** MARK

GARAMOND AS REDESIGNED for the Linotype is the result of much study and research in Europe in which its design was traced back to the earliest known showing of the original GARAMOND types. The most complete and authoritative material was found in the collection of the *Schriftgiesserei D. Stempel of Frankfurt-am-such immediate*

CLOISTER OLD STYLE, already widely popular among American printers, is being cut for the Linotype in sizes from 6 to 14 point in combination with Cloister Bold. The display sizes will also be cut as single-letter matrices. It is an all-purpose face derived from the famous Roman cut in 1470 at Venice by Nicholas Jenson. Cloister Bold is also cut in combination with Cloister

CASLON OLD FACE is based directly upon the English Caslon Old Face, derived from the types of William Caslon himself. It preserves Caslon's many characteristic departures from mathematical precision, which, while detracting from the "perfection" of design of individual letters, contribute so largely to the variety and interest of the type when composed in mass.

NARCISS IS ONE OF the best and most popular of the recent European faces, designed by Professor Walter Tiemann for the famous Klingspor Foundry of Offenbach-am-Main. It is widely used abroad, particularly in France and Great Britain, and promises to achieve equal popularity in America. Narciss is now being cut

BENEDICTINE BOOK was derived from the types of Plato de Benedictis, an Italian master printer of the Fifteenth Century, who is known to have published thirty-three works between the years 1487 and 1495. In reproducing it for the Linotype, the designers have been highly successful in pre-

Ask your printer
for these
LINOTYPE
FACES

MERGENTHALER LINOTYPE COMPANY

Department of Linotype Typography, 461 Eighth Avenue, New York

70% Renewals

SEVENTY percent of the annual subscribers to FORUM in 1925 renewed their subscriptions, a remarkable tribute to the editorial content of the magazine.

Advertisers are obviously assured of exceptional reader interest.

Circulation over 60,000 net paid and rapidly growing.

"Buy on a Rising Market"

Member Audit Bureau of Circulations

FORUM

America's Quality Magazine of Controversy

247 PARK AVENUE

NEW YORK

30 Years of Service



WITHIN the three decades Power Plant Engineering has been serving its field, "coal used per kilowatt-hour has decreased from 5.9 lb. to 1.52 lb.; the constantly increasing size of generating units has apparently not reached its limit; the territory served by a single plant is still growing.

"To gain victory over the forces of nature, as has been done in the past 30 years, is an accomplishment well worth the effort of the entire engineering profession."

This expresses the spirit of the 23,274 men who plan, build and operate the larger plants of the country and who subscribe to Power Plant Engineering as their operating and buying guide.

Greater value for subscriber and advertiser per dollar of expenditure is the economic basis on which Power Plant Engineering has built its service—and we are ever trying to improve it.

POWER PLANT ENGINEERING

A.B.P. 53 W. Jackson Blvd., Chicago, Ill. A.B.C.

or millinery or food products, which must be replaced in a few months or weeks or days.

The manufacturer must be thoroughly sold on the possibilities of direct selling and be willing to stay with it long enough to give it a fair trial. Far too many experiment with this method in a half-hearted way. They spend as little money as they can; they do not devote the necessary time and effort to promoting a business which is full of intricate details; and they are quick to condemn the whole business if their weak experiments do not bring amazing results at once. A manufacturer is often willing to invest thousands or even hundreds of thousands of dollars in a plan of retail merchandising and advertising which cannot bring profitable results for two or three years. Yet this same manufacturer will very probably be very much disappointed with his direct-selling experiment if the first three months do not show him a profit.

IT follows that the manufacturer contemplating direct-selling must be prepared to push it with all his might, with generous capital, with all his resources. Unless he is prepared to do this, he will be making money by never attempting straight-line marketing.

A manufacturer must offer real values if he expects to succeed. Shoddy merchandise will not do. If his product fails to measure up to his claims, if it is not as near perfect as human skill can make it, agents will not sell it, consumers will not buy it, and the return of goods which are sold will be enormous. If possible, the manufacturer should surround his product with features which will put it above competition and the product should possess "demonstrability." The agent should be able to prove to his prospective customers by actual demonstration that the article he or she is selling has genuine merit.

Straight-line selling favors the manufacturer who steps into the field with a meritorious product priced right, provided he enlists the advice of experts and depends on the experience of others rather than his own blind judgment for the development of his business.

It is not an easy business, as many outsiders have come to believe. For the manufacturer who starts out wrong, it is the hardest business in the world.

But rich indeed are the rewards to the intelligent, the man who realizes how little he knows about the field, who builds solidly from the ground up, who spends every dollar wisely, and who has the vision to see the limitless possibilities of a straight-line business when organized and developed by men who know how.

[This is the first of a series of articles by Mr. Flarsheim. In an early issue he will discuss "How Much Will It Cost Us to Start a Direct-Selling Business."—Editor]

"The St. Louis Globe-Democrat"

Announce the removal of their eastern office to Rooms 1200 and 1201, 41 Park Row, New York City.

[CONTINUED FROM PAGE 26]

No matter. You have seen the tendency. You know the agencies I mean. You know, too, their evident reluctance to let themselves be known as specialists. *Competing accounts!* There's one wide river to cross. There's a limitation they already have to face. Cut off, they are, from three-fourths of all their prospects. Every time they add a million dollars to their billings, they take four million from their prospects.

THE MEDICAL BUREAU in Chicago
by Oren Arbogust

M. Burneice Larson, *Director,*
The Medical Bureau,
Chicago, Illinois.

OREN ARBOGUST - *Advertising Copy*
30 N. MICHIGAN AVE., CHICAGO

The production of good copy is a task for one man with his coat off. I don't believe it can be produced in any other way. A selling writer should be shut up alone to chisel until he licks it. If *you* want that kind regularly, monthly, I suggest that we get acquainted.

Bakers Weekly A.B.C. - A.B.P.
New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory
and experimental bakery for determining the
adaptability of products to the baking in-
dustry. Also a Research Merchandising De-
partment, furnishing statistics and sales analy-
sis data.

*If it's a "ten-strike"
of an idea—
it's an*
**EINSON-FREEMAN
WINDOW DISPLAY**

[327 E. 29th St.
Lexington 5780
New York City]

Specializing
in window and
store display
advertising



Hello— Here's the Sign!

THE AMERICAN TELEPHONE AND TELEGRAPH COMPANY is one of the country's largest users of enamel signs.

Long, hard wear—great readability—great visibility—these were the qualities sought in every A. T. & T. sign. These were the qualities found in DuraSheen Porcelain Enamel Signs. A. T. & T. Signs are DuraSheen Signs!

Unlike ordinary signs, DuraSheen Signs are made of highest grade porcelain, fused into heavy sheet steel at 1800° Fahrenheit—they are permanent! DuraSheen Signs never rust or warp.

They withstand the wear and tear of rain, snow, sun, dust, heat and cold. Always bright and cheerful, with colors never dimmed, they daily build sales and good will for your product.

THE BALTIMORE ENAMEL and NOVELTY COMPANY

MT. WINANS
BALTIMORE, MD.

200 FIFTH AVENUE
NEW YORK, N. Y.

VITAL!

All advertising space is valuable. None is more valuable than the space your signs occupy on your dealers' premises. None is more difficult to obtain. None so near the point of sale! It pays to supply deal-

ers with the best signs the market affords—the best in wear and tear, in readability, visibility, and attractiveness—in other words, with DuraSheen Life Time Porcelain Enamel Signs.

DuraSheen

Porcelain fused into Steel —

Lifetime Signs

list. From one standpoint this restriction is no hardship. What agency could ever hope to gain a quarter of the total business, much less gain more? But what agency dares to take this twenty-five per cent opportunity and cut it down to four or five? An investment house may float bond issues of half a dozen competing firms. It can afford to make intensive study of public utilities, or mining companies, or chain stores. But specialization, real specialization on classes of products, is unlikely in advertising while the competing account policy remains in force.

THERE is another kind of specialism also to be noted in the practice of today. It is the tendency of some to centralize their efforts on a given phase of work. This has not gone far, and if you try to answer these three questions you will see that it has not gone far:

Which agency is the acknowledged leader in writing copy?

Which in making effective lay-outs?

Which in space-buying?

It is likely that you cannot make a certain answer. Yet, it is also likely that even now agencies are reckoning up the costs and gains and trying for such leadership. Specialism, however, would limit their field at once to accounts with problems of the selected nature. Whence is to come the compensation for this loss? It cannot be bigger fees, the reigning system bars that. Specialism must bring them bigger accounts, or accounts in greater number. Somehow the specialist's reward must be more than the general practitioner's, or else incentive to become a specialist will in the main be lacking.

And now we come to the other wide river to cross. How is the specialist to gain advantage, save through obvious superiority to general practitioners? He can become, of course, much more proficient; of that there is no doubt. But how can he translate that excellence into terms of value to the advertiser? How are his superior efforts to be measured? The lack of definite standards for measuring the effectiveness of publications and of advertisements is the other obstacle in the path of specialism.


But the pressure grows. Who knows how soon—or how—a way to leap these hurdles will be found?

Sydney R. Clarke

Formerly secretary of the New York Advertising Club, has recently moved the Paris office of International Service to 76 Rue des Petits Champs where he has established a completely organized travel bureau.

Federation of Women's Advertising Clubs

Is organizing a series of talks to familiarize club women with advertising. More than 2500 club women have been addressed in Illinois this year.



American Machinist

25 cents a copy

Are you using its selling power?

"The up-to-the-minute reference for machinery is from *American Machinist* advertising pages"—
"Your advertising pages are a real aid in buying machinery"—
"We get most of our ideas for new equipment from *American Machinist* advertising pages"—
"We have bought the following equipment direct out of *American Machinist* advertising pages"—

Such phrases run through the letters we receive from Production Men and Engineers in the leading manufacturing plants of America, representing every class of industry which uses metal-working equipment.

These letters are conclusive evidence of the selling power of *American Machinist* in all important units of industry throughout the United States.

In short, *American Machinist* is an essential link between the men who create machine shop equipment and the men who buy it.

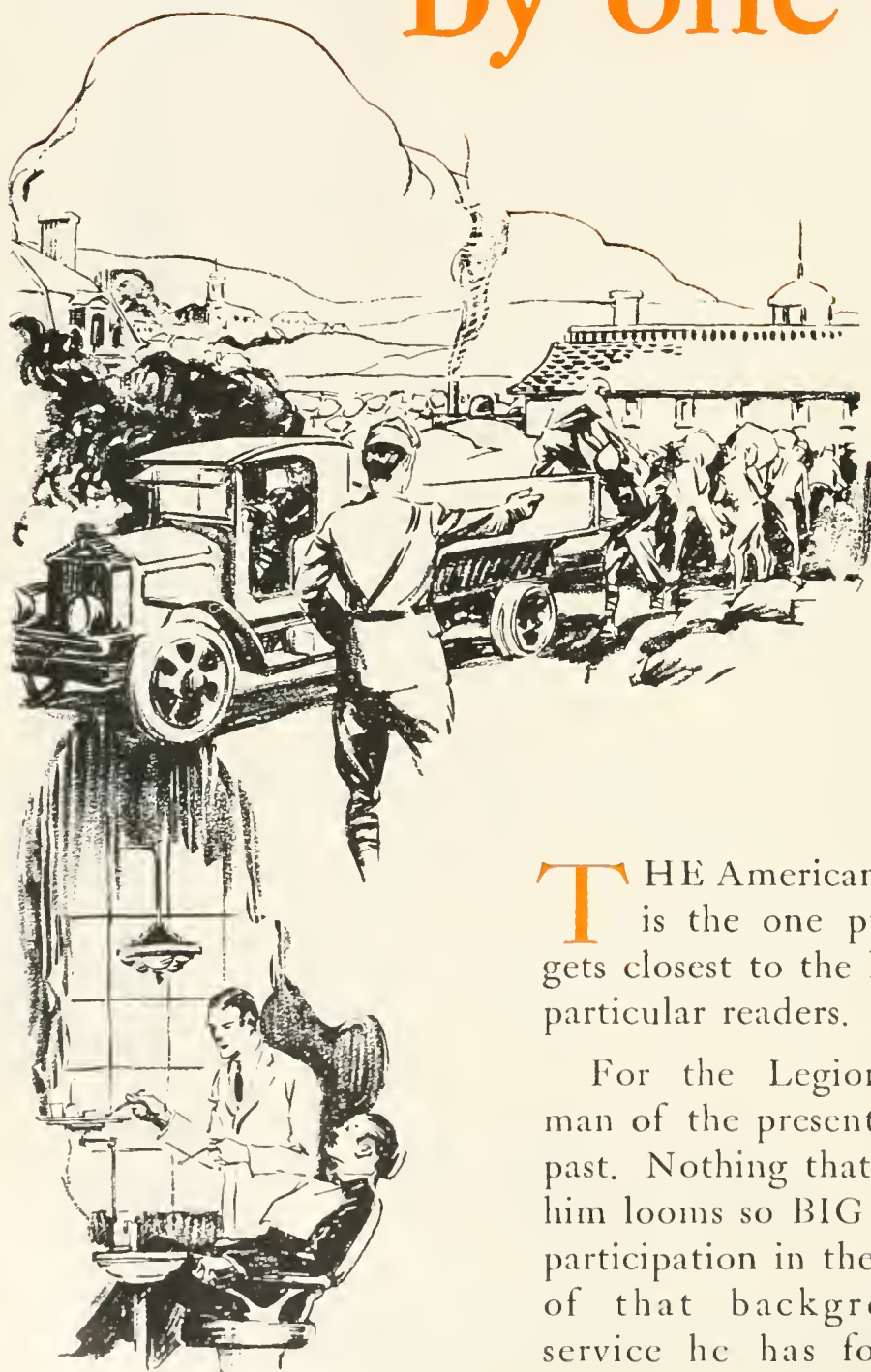
Are YOU using the selling power of *American Machinist* to widen your market and simplify its problems?

American Machinist

Tenth Avenue at 36th Street
New York

Are You Reaching

The ONLY Group By one Single



THE American Legion Weekly is the one publication which gets closest to the heart-beats of its particular readers.

For the Legionnaire—while a man of the present, also lives in the past. Nothing that can happen to him looms so BIG in his life as his participation in the world war. Out of that background of war-service he has formed his ideas

whose Soul is Stirred MEMORY ? ♡ ♡ ♡ ♡

of his keener citizenship obligation. Out of that memory of detachment from all home ties he has coined a more abiding love for home—a greater appreciation of the comforts of home.

No other group of men in America has quite the same reactions as the Legion man. Certainly NO publication stirs the imaginations of ANY group as the pages of his Legion Pub-

lication stir the Legionnaire.

He reads it. He believes in it. He cherishes it.

It is his link with the ever-living past. It is his bond with Buddies, some of whom have passed away. It is the expression of his BIGGEST thoughts. It may not appeal to others—but to HIM it is, the Bible excepted, the most vital piece of printing in the world.

The AMERICAN LEGION *Weekly*

331 Madison Avenue
New York, N. Y.

New England Representative
CARROLL J. SWAN

410 N. Michigan Ave.
Chicago, Ill.

Pacific Coast Representatives BLANCHARD—NICHOLS—COLEMAN

YOU MAY BE LOOKING FOR JUST SUCH A SALES MANAGER!

He has had a thorough merchandising and sales-management experience, an adequate academic training, is young enough to allow vision its proper place in the carrying out of marketing plans, and old enough to have both feet firmly planted on the rock of commonsense and business experience. Through his work in the merchandising department of one of the greatest metropolitan dailies he has a background of successful achievement in the marketing and sales promotion of some of the country's largest manufacturers and service corporations. And yet chief among his mental traits is an intellectual honesty that keeps him open-minded to the inevitable changes constantly taking place in business methods. Moreover, he has a studious, analytical mind, a retentive memory, is quick to see through to the fundamentals involved in any problem, and makes quick and accurate decision. This man is not an opportunist. He is interested in making a connection with an established concern of sufficient size to give him ample incentive to work for the future. You will be interested in his personal and business references.

If you can use such a man, or know of some one else who may, please write to

Address Box No. 387

ADVERTISING & SELLING

9 East 38th Street,

New York City

MOVING?

Be sure to send both your old and your new address one week before date of issue with which the change is to take effect.

The Butterick Company Under New Direction

FOLLOWING the annual meeting of the Board of Directors of The Butterick Company on April 21, G. W. Wilder announced that he was retiring from the presidency and would be succeeded in office by S. R. Latshaw.

Joseph A. Moore is chairman of the Board of Directors. Mr. Moore has been for a number of years treasurer



Stanley R. Latshaw, New President

of several of the publishing properties of William Randolph Hearst, including: The International Magazine Corporation, *Good Housekeeping Magazine*, *Cosmopolitan International Magazine*, *Harper's Bazar* and the Star Publishing Company.

Mr. Latshaw, the newly elected president, has been vice-president and advertising director of the Butterick Publishing Company for several years. Previously he was assistant advertising director of the Curtis Publishing Company. Mr. Latshaw will continue as advertising director.

The control of the Butterick Company has been acquired by Messrs. Latshaw and Moore jointly.

In making this announcement of the change in the direction of the Butterick Company, Mr. Wilder stated that he would continue on the Board of Directors but would relinquish active management of the business.

The Butterick Company are publishers of *The Delineator*, *Everybody's* and *Adventure* magazines.

The Gibson-Burnam Publishing Corporation

Is the name of a new firm which has been organized in New York to publish *The Haberdasher* and *The Clothier and Furnisher*, a new publication formed by the consolidation of *The Clothier and Furnisher* with *The Haberdasher*.



Dean Lucas, 12, West Salem, O., boy who won over 70,000 active children in the Akron Beacon Journal Spelling Contest

Pulling Power That Sells Your Product In The Akron District

SEVENTY THOUSAND school children in a spelling contest!

Seventy-five thousand children at an annual school picnic!

Two thousand children every week present at a motion picture party!

Pulling power—plus!

Pulling power that counts!

Pulling power that has placed the AKRON BEACON JOURNAL in first place in the Akron district. With a circulation of more than 52,000 daily, the AKRON BEACON JOURNAL continues its leadership, **FIRST IN NEWS, CIRCULATION AND ADVERTISING.**

The spelling contest just closed. It brought children from four counties to Akron. A bright young lad, Dean Lucas, aged 12, from West Salem, Wayne county, 35 miles from Akron, won first place in this contest. Another prize winner lives in Portage county, 20 miles from Akron.

Hundreds of parents watched with interest as this gigantic campaign was completed.

School picnics lasting an entire week are given every year by the AKRON BEACON JOURNAL. The estimate of last year's attendance was 75,000. This year it will be even greater!

Hundreds of mothers send their children to the AKRON BEACON JOURNAL Free Saturday Morning Movies every Saturday.

Pulling power that attracts thousands to its entertainments and educational events and to its news and advertising columns.

PULLING power that attracted to its columns three times more national advertising in 1925 than the second paper in Akron.

Pulling power that has produced a circulation that actually reaches 90 per cent of the homes in Akron and 70 per cent of the homes in the vicinity of Akron.

Pulling power that you cannot afford to pass by in your national advertising campaign.

Come to Akron, Ohio—Reach it as the others are through this evening newspaper, an Akron institution that **DOES** reach home.

THE AKRON BEACON JOURNAL

*Second In Ohio In 1925 of Six Day Evening Newspapers
In Advertising Linage—Fourteenth In Nation*

Secretary Available

◆ ◆ ◆

A capable and educated young woman with secretarial experience in advertising and publicity fields, desires a position as secretary to a busy advertising man. She has the ability to meet people, can write her own letters, can assimilate detail, and is an unusually efficient stenographer and typist. Salary \$2100. She will be worth that to the man who employs her—and doesn't want to work for others.

◆ ◆ ◆

Box 385

Advertising & Selling
Fortnightly

"Unenlightened Era"

[CONTINUED FROM PAGE 36]

right. Attention is rated at 75 per cent by our best modern authorities.

Barnum's style ran riot with flowery adjectives. It held that the wildest exaggeration was excusable, as long as it brought the public in, and provided that the public was given some sort of a "money's worth."

ALONG about 1840 another early business genius demonstrated the possibilities in advertising for goods other than patent medicines. He was A. T. Stewart, the famous New York merchant whose store and policies were later taken over by John Wanamaker.

Although there were no store-location experts in New York at that time, every merchant recognized that Broadway had a "pound side" and a "shilling side." Stewart had the nerve to buy the old New York Hotel on the "shilling side." He pulled the structure down and erected a marble palace. His ruin was freely predicted. The fashionables would not cross the street. So he filled his store with the most attractive goods and commenced "a system of advertising" which, in that day, was marvelous. The new store was crowded.

Just as Barnum and Stewart were fairly on the way, the second advertising agent known to history emerged—Volney B. Palmer. Volney B. Palmer began a "general newspaper agency" or "business agency" in Philadelphia in 1841.

In 1842, New York acquired an advertising agency. This one was established by John Hooper.

Palmer's success must have been rapid. By 1843, he had opened branches in Boston, New York and Baltimore. He spent at least half his waking hours selling the impression that he was the originator of the agency idea. The newspapers spread his propaganda for him; it paid them. His salesmanship combined the art of the "sob-sister" with the finesse of the strategist. His favorite pose was that of the unrewarded public benefactor. This new service he had built at his own cost. All other agents were imitators, preying on his legitimate fruits.

Editorialized the *Baltimore Sun*, February 15, 1843:

"General newspaper agencies in large cities, such as Mr. Palmer established in Philadelphia and has since commenced in Boston, New York and Baltimore, have long been a desideratum, not only to the publishers of the various newspapers in the different parts of the Union, but also to the merchants and business public generally."

Nevertheless, Palmer was certainly not the first advertising agent. In the *New York Tribune*, on the editorial page of July 9, 1845, appeared this:

"The idea of an advertising agency is not novel. The utility of such an agency has long been obvious. But Mr. Palmer was the first man to devote himself to the work of putting the plan in operation."

So, between Bourne and Palmer, quite a few advertising agents must have straggled into the field.

What Palmer probably did pioneer in was this: He worked out what he called "The system of conjoint advertising"—which is fancy phraseology for advertising that appears simultaneously in several cities.

Another thing which Palmer did was to sell the idea of advertising. To this end he published what was probably the first advertising journal and year book. He brought it out prior to 1850 and called it the *Business Men's Almanack*. This *Almanack* was the very sort of miscellany in which advertising men revel. Besides its astronomical data, it contained statistics on population and canal (not railroad) traffic, a digest of the new business laws, tariff information, reports on U. S. Government finances, travelers guides and more in similar variety.

Appended to these meaty bits, was a department of pertinent preachments on advertising.

FOR instance: "Publicity must be gained, or the establishment, like a body without a soul, must return to the elements from which it sprang."

Under the mast-head was Palmer's own business announcement, couched (no other word expresses it) in his own best style.

V. B. PALMER'S COUNTRY NEWSPAPER SUBSCRIPTION AND ADVERTISING AGENCY

V. B. Palmer, the agent, respectfully tenders his services to the public, in the transaction of the business of his principals, who have favored him with their confidence, and begs leave to say that he is prepared to give every requisite information on the subject of a complete system of advertising in those newspapers of the country, far and near, for which he is deputed to act. He believes that the material affairs of business transactions must be aided and sustained by a proportionate exercise of intellectual energy; and that this intellectual energy should keep pace with the facilities by which the material affairs of business are advanced. Every one is now obliged, if he would keep pace with the times, to aid his physical exertions in trade, by due resource to those means by which his business, trade or profession may become generally known. This is the intellectual part of his business, and the press is the medium, through which it must be developed.

This "presentation" rather fulfills the promise of a contemporary description of Palmer: "Pompous, stout, bald, spectacled, always attired in blue suit and bandana handkerchief, and carrying a gold-headed cane."

The real champion of advertising in the forties was Horace Greeley. Horace Greeley was to the *New York Trib-*

DISPLAYOLOGY



Selling Belts

ALDERMAN, FAIRCHILD COMPANY
ROCHESTER, N.Y.

DISPLAYOLOGISTS

DISPLAYOLOGIST—One who designs and manufactures display materials that exhibit goods in a manner that compels attention and causes the beholder to buy.

*Some of the
PRODUCTS
for which
we have designed*
BOXES

Books
Belts and Buckles
Shears
Candy
Foot Powder
Bath Powder
Cosmetics
Games
Optical Goods
Leather Goods
Celluloid
Products
Soaps
Collars
Cutlery
Canned Goods
Drugs
Atomizers
Photo Supplies
Varnishes
Pipes (smoking)
Graphite
Products
Electrical
Supplies
Brushes, Hair
Thermometers
Neckties
Garters
Radiator Caps
Spices
Fancy Glassware
Powder Puffs
Food Stuffs

DISPLAYOLOGY

Display containers of our design have displayed and sold Hickok Belts and Buckles in every part of the world.

The Hickok Company realized that they had taken a large step towards the solution of their selling problems when they gave us the opportunity of making display containers for them.

Our staff of specialists has devoted years of study to the designing and execution of all types of display containers, including both set-up and folding boxes. Complete facilities for this work are in our own plant.

Many of America's best known manufacturers have placed their box problems in our hands with most satisfactory results.

The Alderman-Fairchild craftsmen are at your service to design containers to better merchandise your product. An interview costs you nothing and may go a long ways toward increasing your sales. May we have the opportunity?

ALDERMAN, FAIRCHILD COMPANY
ROCHESTER, N. Y.
DISPLAYOLOGISTS

*Some of the
PRODUCTS
for which
we have designed*
BOXES

Musical
Instruments
Shoes
Stationery
Corn Plasters
Men's Shirts
Barber Supplies
Manicure Sets
Hosiery
Snap Fasteners
Wigs
Towel Sets
Silverware
Dental
Instruments
Shoe Polish
Syrups
Decorated China
Flour
Radio Parts
Scientific
Instruments
Check
Protectors
Golf Balls
Road Maps
Office Supplies
Baked Goods
Key Cases
Brushes, Shaving
Gloves
Underwear
Telephone Parts



une and advertising of those days, what Arthur Brisbane is to the *New York Journal* of today—only more so.

His pen never tired of preaching advertising.

His favorite prophesy was that of the "great trade reform," with advertising in the leading rôle.

Greeley was as bitterly opposed to credit as he was in favor of advertising. He failed to foresee the marvelous structure of modern credit. However, for his age and his day, he was right; credit was an exceedingly loose thing. It was grossly abused and resulted in continual commercial turmoil. But, as to advertising, what uncanny vision! Truly, Greeley had the eye of a "seer." His predictions about the profits in volume were made more than 75 years ago. Wouldn't his heart rejoice to see the volume methods of today?

GREELEY also foresaw the vast future opening up for advertising. In 1848, in his beloved *New York Tribune*, he spoke again "of the great trade reform" as follows:

"The means by which this great and beneficent change is to be effected are various, but chief among them is advertising. Not in two or three papers of the city where business is done, but in the most widely circulated journals of the whole region whence custom is desired. Nothing has yet been done in advertising compared with what can be and inevitably will be."

Under such leadership, the *Tribune* became the foremost advertising medium of the day.

In 1850, its daily circulation was 15,000, and its weekly edition ran to 32,000. It averaged a thousand different advertisements every day. Frequently a column or two of advertisements had to be omitted. So, even in those days, advertisers were complaining about overcrowded media.

Inspired probably by Greeley, all of the other newspapers were running blurbs about advertising.

"Mighty engine of business."

"The most certain mode of making a fortune."

It was being credited with all sorts of remarkable feats. The *U. S. Gazette* of Philadelphia explained the rapid gains in growth of Boston and New York as contrasted with Philadelphia, as due to "Superior vigilance and activity, part of which is advertising."

"Harper's Bazar"

Announce the appointment as promotion manager of Perry Githens, until recently advertising manager of Mosse, Inc. Dorothy Higgins, formerly with *Good Housekeeping*, has also joined the promotion department.

Cornelius H. Schaible

Formerly an account executive with The H. K. McCann Co., New York, has joined the organization of Collison & Klingman, Inc., printers, Brooklyn, N. Y.



"Wm. Penn—5c a Good Cigar"

has attracted attention as one of the most successful newspaper and outdoor campaigns during the past three years.

The Wm. H. Rankin Co. has handled this campaign from its beginning.

WM. H. RANKIN
COMPANY Advertising

Established 1899

William H. Rankin, President Robert E. Rinehart, Vice-President
Wilbur D. Nesbit, Vice-President
Herman A. Groth, Vice-President and Treasurer

Main Offices: 342 Madison Ave., New York
Tribune Tower, Chicago

AKRON PHILADELPHIA SAN FRANCISCO TORONTO

Working Churches

Here is an opportunity for you to reach active church executives—managers of up and doing churches—Over ten thousand copies each month. Not just another religious paper—but a business journal for pastors—All denominations.

Send for sample copy and rate card.

CHURCH MANAGEMENT
634 Huron Road, Cleveland, Ohio

ELECTRICAL
ANIMATED
AND
STILL

DISPLAYS

for
WINDOW,
COUNTER,
and EXHIBITS

Effective—Dignified
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
19 WEST 27th ST. NEW YORK

Here—A Woman's Market

The Womans Press takes you to a real woman's market—a market of 600,000 independent women who buy for both themselves and their homes.

And at the same time, you can reach all the executives who control the spending of the \$23,000,000 Y. W. C. A. budget.

This is real advertising value—write for sample and rates.

Address CLARA JANOUCH
Advertising Manager

The WOMANS PRESS

600 Lexington Avenue
New York

Advertising  Typographers

IN TYPOGRAPHY, beauty is useless, decoration means nothing, unless that beauty or decoration serves to make the printed message more easily read.

Pittsford typography is successful because it effectively delivers the printed message without making you aware you are reading from type.

Ben C. Pittsford Company
431 So. Dearborn St., Chicago
Phone Harrison 7131

LUMBERMEN

offer power plant equipment and mill accessory firms; building material and truck manufacturers a big sales field. For surveys ask

American Lumberman

Est. 1873

CHICAGO, ILL.

In Sharper Focus

N. S. Greensfelder

IN November, 1918, a new salesman was employed at the Denver office of the Hercules Powder Co. A mining engineer had been selected from the various applicants because it was thought that his experience throughout the West during the six years following his graduation from the Colorado School of Mines would enable him



to talk to mining men intelligently in their own language and demonstrate when necessary the effectiveness of Hercules explosives.

About the same time the company started an employee magazine. This gave the new Herculesite his first comprehensive picture of the organization of which he was now a member. Ever since editing an issue of the magazine published by his class at high school, he had secretly entertained an urge to write, but the exigencies of obtaining an engineering education and later of gaining a livelihood had made such ravenous demands upon his time that this desire had been suppressed almost to the point of extinction. The opportunity to contribute something to the new magazine, which had stimulated his interest by increasing his knowledge of the company's affairs, fanned the smoldering literary fires in our hero's breast. He devoted some of his idle moments to writing a story on how explosives were aiding the industrial activity of the section of the country with which he was most familiar.

Spurred on by the sight of his name in print, another story was composed and still another. Because *The Hercules Mixer* like many house magazines had a policy of publishing only articles written by members of the organization, the supply was very limited and none of these contributions were rejected.

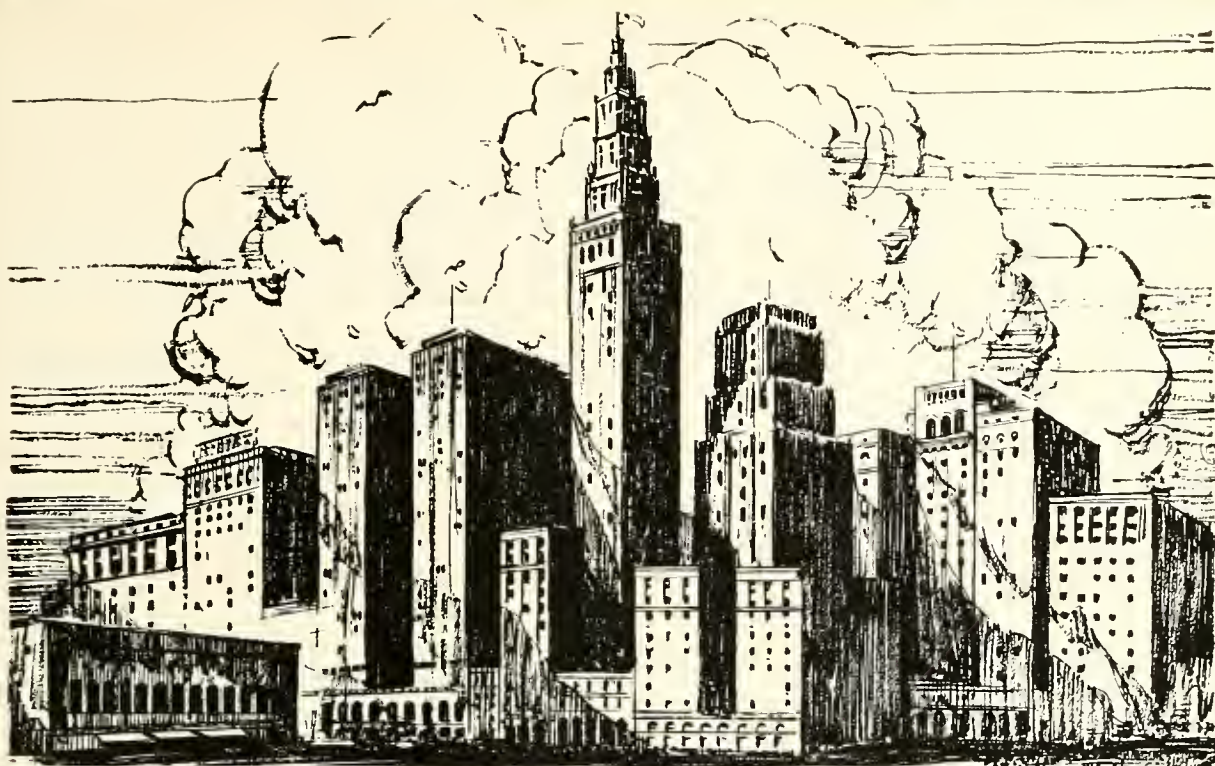
At this juncture the company was planning to consolidate two of its western offices, which meant a reduction of the sales force at Denver. E. I. La Beaume, then advertising manager, (now vice-president of Cross & La Beaume Advertising Agency) was looking for a man to handle Hercules industrial advertising. He discerned a possibility in the western salesman who was contributing to the company's magazine; for here was one who knew the application of explosives to industry, was familiar with the problems of selling Hercules products, and had already shown that at least he did not have a distaste for writing about them. So instead of being released when the offices were combined, the budding author was transferred to the home office.

That's how I got my start in advertising. After breaking into it, I still had to be broken in. Following some months of drilling under my new chief, I was able to get my copy okehed (after several rewritings). I stopped fretting over my inability to dictate finished advertisements and booklets when I read Anatole France's confession that writing had never ceased to be hard for him, and that his complete works represented endless revision and rearrangement.

I don't know whether you'd call it a hobby, but I've enjoyed trying to apply imagination to industrial advertising—the subject of a recent illuminating address by M. L. Wilson before the Eastern Industrial Advertisers, the only organization of which I am president. (His paper, abstracted in *ADVERTISING & SELLING* for Feb. 10, 1926, is worth careful reading).

During the past year the introduction of Hercules steam-distilled wood turpentine in trade-marked containers has been one of the most interesting of the several sales problems on which I have been working. Again I can refer you for more complete information to an article published in *ADVERTISING AND SELLING* ("We Make a Package Market for a Bulk Product," Nov. 4, 1925).

In addition to industrial explosives and turpentine, I am charged with a portion of the responsibility in marketing Hercules Rosin, Pine Oil, Nitrocellulose and Sporting Powders. If you like our work, credit the capable men who are working with me and an agency that understands our problems.



Cleveland's Skyline is Changing

Growth—building activity—prosperity! These things mean tremendous possibilities for advertisers in Cleveland. Cover the entire Northern Ohio market with one newspaper.

Cleveland has reached and passed a million. Cleveland—and the entire thriving Cleveland market — have grown in wealth and buying power as well.

Never has there been a more propitious time for the manufacturer of a good product to enter this market or strengthen himself in a sales way.

And, you can do it economically.

An intensive campaign in the Plain Dealer will do the advertising job in this market—satisfactorily and profitably. No matter what kind or what priced merchandise you make—the Plain Dealer *alone* will sell it.

Such representative concerns as The Celotex Co., The Johns-Manville Co.,

The Sears-Roebuck Co., and the American Radiator Co., all using the Plain Dealer *ALONE*, showed increases in business in Northern Ohio ranging from 60% to 400% in 1925 over the preceding year.

Hundreds of makers of other products, using the Plain Dealer *alone* have found their sales mounting—their business increasing with a strong, healthy growth.

Of the 1645 national advertisers who used the Plain Dealer last year, well over half used it *exclusively* in Cleveland.

In this great market, the Plain Dealer *alone* will sell it.

The Cleveland Plain Dealer
in Cleveland and Northern Ohio—ONE Medium ALONE—One Cost Will sell it

J. B. WOODWARD
 110 E. 42nd St.
 New York

WOODWARD & KELLY
 350 N. Mich. Ave., Chicago
 Fine Arts Bldg., Detroit

R. J. BIDWELL CO.
 Times Building
 Los Angeles, Cal.

R. J. BIDWELL CO.
 742 Market Street
 San Francisco, Cal.

"Meet
the Wife,
Too"

"No
Buried
Ads"

78%
Circulation
in
Big Buying
Centers Only

99%
Newsdealer
Circulation

You Tell The Millions They'll Tell The Dealer

—that's the profit principle of modern advertising—Consumer Influence, the factor that's made Liberty an Advertising Sensation

G

IVING the public what it wants is the modern retailer's creed.

Giving the "trade" what it wants is the religion of all jobbers.

Both are based solely on consumer demand; on the demand of the millions for certain fortunate products.

Advertising that pays out in dollars functions chiefly on that basis. It aims to sell the millions. The millions who tell the dealer what they want—and get it.

The enormous sales of "Uneda Biscuit," "Quaker Oats," "Palmolive," "Cream of Wheat," "Ivory" and of scores of others are based on the priceless factor of consumer demand.

Thus men who advertise for profit today ask one question above all others: "*Will my ads be seen and be read by the millions?*" For thus alone can dealer sales be multiplied.

That is why Liberty, offering four unique advantages in winning maximum consumer influence in the weekly field, has become an advertising sensation.

1

"Liberty Meets the Wife, Too"

85% of all advertisable products are influenced by women in their sale. Few advertisers today can afford to overlook "the wife" in the costly weekly field. 46% of Liberty's readers are women. Every issue appeals alike to men and women

because of Liberty's unique policy of editing to both. That means a 100% reading in the home. ***Because Liberty appeals to the whole family its reading is multiplied.***

2

"No Buried Ads"

Every ad in Liberty is printed at or near the *beginning* of a fiction or editorial feature. That's due to a unique type of make-up which no other publication employs. Thinking men don't ask "Will my ad be read?" when that ad is booked for Liberty.

3

Minimum Circulation Waste

78% of Liberty's total circulation is in the districts which return 74% of the total taxable incomes of the country, 48% of the total motor-car registration, and in which by far the great majority of advertised products are sold.

4

99% Newsdealer Circulation

Liberty has a net paid, over-the-

counter and newsdealer circulation of more than 1,100,000 copies every week. Liberty is not sent to these readers wrapped up—unlooked for. They buy it, bring it home, read it of their own will. That means a circulation that is *responsive* because it is 100% *interested* in Liberty.

For those reasons results among the most remarkable in advertising are being attained for scores of America's leading advertisers.

Results that achieve a reduction in inquiry costs of 40% and more. That are multiplying dealer sales. That are activating sales organizations, dormant to costly campaigns in less forceful publications, to respond to a man, almost overnight, to advertising in this amazing weekly.

Here is the secret of Liberty's four-fold appeal

As this week's issue shows, the editors of Liberty design the magazine to appeal to every member of the family. Look through any other issue and you will see that this same policy prevails. Consider the value of such a policy to the advertiser who uses its pages.

5c Liberty
A Weekly for the Whole Family

A net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. Page rate, \$3,000. Rate per page per thousand, \$2.72. The cost of Liberty is lower per thousand circulation—back cover excepted—than any other publication in the weekly field.

HOUSE-TO-HOUSE SELLING



"SHALL We Sell Direct to the Consumer?" On Page 23 in this issue you will find this article, the first of a comprehensive series on direct selling.

The enormous earnings of certain companies relying on house-to-house selling for distribution provide an alluring attraction to the manufacturer contemplating this method of reaching the consumer.

For the many prominent successes there are a balancing number of failures to serve as a warning. It is the purpose of this series to point out the pitfalls as well as the peaks.

Henry B. Flarsheim, author of this series, has had a wide ex-

perience and is well qualified to lay down the fundamental and primary factors to be considered and seriously studied. Step by step he will outline the plans for obtaining, training, supervising, and stimulating a sales force; of collecting on orders; of compensating salesmen; of costs, etc.

Thorough, interesting and instructive it will prove of untold value to the executive who wants a complete picture of this method of distribution.

The coupon below offers an easy way to make sure of every issue. It should be mailed right now.

ADVERTISING AND SELLING
9 East 38th Street, New York City

Canadian, \$3.50
Foreign, \$4.00

Enter my subscription for one year.

☐ Check for \$3.00 is enclosed.

☐ Send bill and I will remit promptly.

Name ----- Position -----

Address ----- Company -----

----- State -----

Is Truth Enough?

[CONTINUED FROM PAGE 38]

vertisement, he saw "red." He wanted to cut somebody into little pieces; and he said so, in so many words. I may be wrong, but I have reason to believe that that little advertisement, which cost less than \$3 an insertion, had something to do with the determination of competing railroads to build a depot of their own, leaving my railroad the sole occupant of a station building the cost of which ran into a sizable sum of money.

I could cite any number of similar instances. Every one of them confirms my belief that what is known as "comparative advertising" is a boomerang. I very much doubt that it harms competitors. Even if it does, the question arises: What is advertising's true function—to benefit oneself or to injure others?

More and more, I believe, advertisers will realize that while they have every right to say what they please about their own goods—provided it is true—they have no right to say anything which reflects on their competitors' goods. For not only is it in bad taste, it does not pay.

Advertising Calendar

MAY 10-12—Association of National Advertisers, Inc. (Semi-Annual Meeting), Chicago.

JUNE 19-21—Fourth Annual Convention, Insurance Advertising Conference, Philadelphia.

JUNE 19-24—Twenty-second Annual Convention, Associated Advertising Clubs of the World, Philadelphia.

JULY 5-8—Twelfth District Convention, Associated Advertising Clubs of the World, San Francisco.

SEPTEMBER 21-23—Financial Advertisers Association Convention, Detroit, Mich.

OCTOBER 5-7—Window Display Advertising Association Convention, New York.

OCTOBER 13-14—American Association of Advertising Agencies Convention, (meeting place to be decided).

OCTOBER 20-22—Direct Mail Advertising Association (Eastern Convention), Detroit, Mich.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

A. D. Walter

Former head of the A. D. Walter Advertising Agency and recently connected with the Barker, Duff and Morris Agency, Pittsburgh, has joined the W. S. Hill Company, same city.

Harold F. Cope

Formerly with the display advertising department of the *New Orleans Times-Picayune*, has joined the publicity department of the American Rolling Mill Company, Middletown, Ohio, manufacturers of ARMC Ingot Iron.

Does It Matter to You Who Buys Your Product?

AND, further, does it matter to you who buys it *first*?

Certainly, you say. Every merchant, every manufacturer, every salesman exerts surplus effort to reach as early as possible what he calls the best people.

But who are these "best people"?

On that point there is much loose thinking.

Are the "best people" the aristocrats, the oldest inhabitants, the thoroughbreds?

Are they the wealthiest, those who drive the finest cars and spend the most money?

Are they the fashionable, those who wear the smartest clothes and attract the most attention?

Are they the intellectuals, those who most cherish culture and the refinements?

Any one of these distinct elements might be, from your private point of view, considered the most desirable.

But by the impersonal and rigid law of merchandising, none of them are necessarily the "best people."

By a separate and special synthesis, there is created in each community a group whose patronage or favorable opinion is essential to the success of any product. This group contains some of the aristocrats, some of the wealthy, some of the smart, some of the intellectual. It is drawn from every stratum in the community, from every income level.

And the common factor, the determining characteristic, is *alertness*. It is alertness which makes them discover and try a product; alertness which makes them tell others about it; alertness which makes their judgment respected and their example followed by their friends and neighbors.

The Literary Digest is an achievement unique in American publishing because it has created a medium that has mass circulation large enough to serve any advertiser, and it also has select circulation. It selects not on the basis of wealth or aristocracy but on the basis of alertness, because only the alert and progressive find The Digest interesting.

They are the prime movers—the active, intelligent, ruling minds. Get Digest readers to buy your product—get them to buy it first, and keep them buying it—and you sell not alone to them, but to the far greater number who follow where they lead.

The Literary Digest

McGraw-Hill men studying you

HOW MANY TRAINED INVESTIGATORS

have you out in the field, gathering data on the industries which buy from you, studying the markets for your product from the standpoint of engineering fundamentals, sensing the coming shifts which may stimulate or depress your sales? . . . Perhaps not one!

But if you should walk through the great editorial rooms of the McGraw-Hill Publications any morning, you would see many vacant desks of men who are "out in the field," rubbing elbows with their industries, getting data on trends and money-saving practices. They are primarily in the readers' service, but the data they gather are necessarily the basis of sound selling to their several industries. They are, therefore, in your service as well as that of the reader.

The *American Machinist* editors are ever afield, gathering data, inspecting installations, studying operations and pointing the way to lower production costs through replacement of inefficient machinery.

Engineering News-Record editors four years ago started a campaign for winter construction to provide year-round contracts to the construction industry and ultimately reduce building costs. They have made frequent excursions to winter operations, bringing back to their publication and industry the facts regarding costs and benefits. Stability and expansion of the market for building equipment and supplies have already resulted.

Electrical World's editorial field investigations and statistical work have brought to central stations major policies and accurate data for the development of industrial heating and domestic load building, including refrigeration and cooking. On the other hand this service has supplied to electrical manufacturers accurate yardsticks for plotting sales quotas and future expansion. The public draws a by-product from this work in the form of (1) service at the same or lower rates, notwithstanding the increased cost of everything entering into the production of electricity; (2) extension of electric lines to isolated sections.

So with all McGraw-Hill Publications—editors leave their desks to discover and point the way toward bigger opportunity . . . *Power* editors are effectively crusading for increased boiler efficiency through better equipment . . . *Coal Age* editors are campaigning against obsolete methods in the mines and for cost-cutting machinery . . . *Bus Transportation* editors have helped to bring order out of chaos in this infant industry, which today covers twice the mileage of the nation's railways . . . In existence but a short year, *Radio Retailing* is bending every effort toward stabilizing and stimulating radio merchandising. Its costs studies on operating the four major types of stores and departments are the very first information of its kind in the radio field, paralleling the investigations made by McGraw-Hill in the general electrical merchandising field.

Each McGraw-Hill Publication lives the life and breathes the air of the industry it serves. Its experts are on the ground, getting first-hand information on the things they need to know to make the Publication the virile authority it is in its field. Through over fifty years of intimate contact such as this, the McGraw-Hill Publishing Company has acquired an unmatched knowledge of industry, a rich storehouse of information for the manufacturer who would sell to industry efficiently. This is the background out of which have come the McGraw-Hill Four Principles of Industrial Marketing.

The McGraw-Hill Publications

MINING

ENGINEERING & MINING JOURNAL-PRESS
COAL AGE

ELECTRICAL

ELECTRICAL WORLD JOURNAL OF ELECTRICITY
ELECTRICAL MERCHANDISING

INDUSTRIAL

AMERICAN MACHINIST INDUSTRIAL ENGINEER
(CHEMICAL & METALLURGICAL ENGINEERING
POWER)

CONSTRUCTION & CIVIL ENGINEERING

ENGINEERING NEWS-RECORD

TRANSPORTATION

ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION

RADIO

RADIO RETAILING

OVERSEAS

INGENIERIA INTERNACIONAL
AMERICAN MACHINIST
(European Edition)

DIRECTORIES & CATALOGS

CENTRAL STATION DIRECTORY COAL CATALOG
ELECTRIC RAILWAY DIRECTORY
ENF ELECTRICAL YEAR BOOK
RADIO TRADE CATALOG
COAL FIELD DIRECTORY
KEYSTONE CATALOG (Coal Edition) KEYSTONE CATALOG (Metal-Quarry Edition)
ANALYSIS OF NON-METALLIC MINING, QUARRYING
AND CEMENT INDUSTRIES

are away markets



An Editorial floor and the mezzanine
New York Office
McGraw-Hill Publishing Company, Inc.

125 Editors drawn from industry and trade
542 Special News Correspondents
Editors travel 700,000 miles a year through industry
23,000 editorial pages printed yearly
10,000,000 copies of McGraw-Hill papers to 220,000 subscribers annually
Editorial offices located at 9 strategic centers

Sound, efficient sales effort in the field of Industrial Marketing must be based on these Four Principles:

Market Determination

An analysis of markets either by industries or buying groups such as "engineers" functioning through all industry.

Buying Habits

A study of the selected markets to determine which men in each industry are the controlling buying factors. Definite knowledge eliminates costly waste in sales effort.

Channels of Approach

Determination of the methods by which each market keeps in touch with developments and the employment of these methods as the channels of approach to these buyers. Proper use of these channels provides a balanced sales

promotion program, making most effective use of publication advertising, manufacturers' literature and exhibits.

Appeals that Influence

Determining the appeals that will present the product to the prospective buyer in terms of his own self-interest or needs,

These Four Principles of Industrial Marketing can be made a living force in your business. The goal of American industry today is to make distribution as efficient as production. If this is *your* goal, get in touch with the nearest McGraw-Hill office, or have your advertising agent do so and arrange for a personal discussion with McGraw-Hill Marketing Counselors, in your office or in ours.

McGraw-Hill Publishing Company, Inc., New York, Chicago, Philadelphia, Cleveland, St. Louis, San Francisco, London

McGraw-Hill Publications

45,000 Advertising Pages used Annually by 3,000 manufacturers to help Industry buy more effectively.

Fetishes

SAYS jolly old N. Webster, author of the plotless novel, a fetish is, among other reprehensible things, "an object of special and un-reasoning devotion."

Have my readers—if there be such—ever considered the fetishes in the publishing business, profession? (There's one in that sentence. Puzzle: Find it.)

Publishing is almost as full of fetishes as a sieve is of holes and in the last analysis they hold water with the same precise efficiency.

There's the fetish of SIZE.

By what heaven-sent dictum did 9x12 become "standard" for business papers? None soever. It was of earth, earthy—aided and abetted by the greatest business paper publisher who ever lived. But John A. Hill was pushing his pet fetish—standardization—forward when he adopted that size for all of his journals.

The size of a publication should not be determined by a publisher's expediencies nor by an advertiser's natural penchant for fewer and lower engravers' bills. The reader's convenience counts—and nothing else. Precedents, traditions, standards be blown!

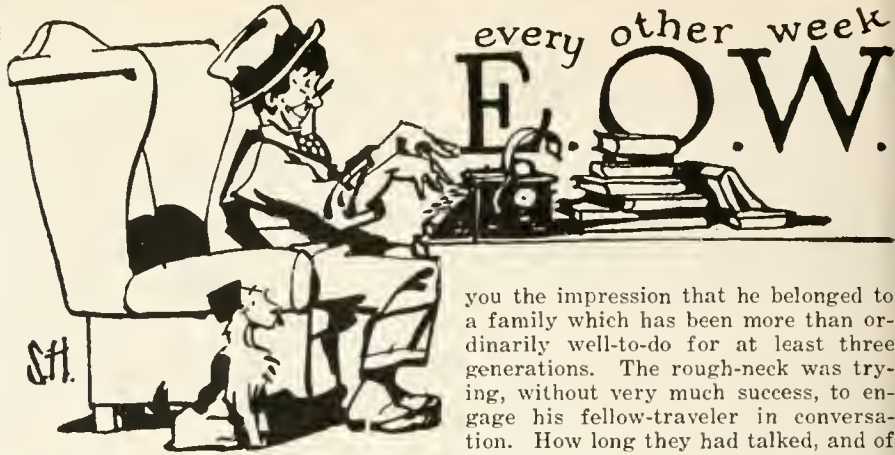
Make it readable and then pocketable and you've provided 99.9 percent of the answer to how to get your paper read. After that, a hundred dollar-a-year subscription price won't improve your paper's chance of being read a nickle's worth. It will only pull down the number of subscribers.

Gradually a lot of publishing and advertising superstitions are making way for more enlightened methods. The die-hards are hard but they will reform or die. In the interim the pioneers along new paths find the going fairly good, thank you, and the scenery very interesting.

A. R. Mayjer.

for
INDUSTRIAL POWER
440 So. Dearborn St.
Chicago, Ill.

Industrial Power, 5 x 7, is sized to fit the pocket; edited to fit the average American industrialist without giving him mental bellyache and circulated, by controlled methods, to 42,000 plants where—by actual testimony—over 100,000 people greet it and read it.



Have You Ever Met a Literary Agent?

I ask the question in all seriousness—have you ever met a literary agent?

There must be a score or more of them in New York; and the business in which they are engaged is an eminently respectable one. But it is infinitely easier to get in touch with a boot-legger than with a literary agent. You'll not find literary agents listed in the classified telephone directory. Even in the telephone book, though their names and addresses appear, their occupation does not. Furthermore, the sign on their office door—if there is a sign, which, usually, is not the case—gives not the least inkling of the nature of the business which is carried on, on the door's other side.

The fact of the matter is that the last thing literary agents desire is publicity. If it were generally known that they are in the business of "placing" manuscripts, they would be deluged with calls from and contributions by amateur authors.

Even when, armed with a letter of introduction, a writing man of some ability calls on a literary agent for the first time, his reception is not all he hoped it would be. The L. A. is suspicious. "We handle only fiction," he tells you, when you explain to him that you specialize on business topics. If you had told him that you are a short story writer, he would, I imagine, come back at you with some such statement as "We handle only serious articles."

He thaws out, very quickly, however, when you prove that you have the "goods." And because he knows the market for literary wares, he is very helpful to the man who knows more about writing than he does about selling.

A Noiseless Soup-spoon

A Cincinnati man tells this story:

I had, as table companions in a dining car, not long ago, two men who were about as far apart, socially, as you can imagine. One was a man of perhaps forty, who, very evidently, was quite unaware that such a thing as class-distinctions exist. The other was considerably older—a quiet, well-dressed, self-possessed man who gave

you the impression that he belonged to a family which has been more than ordinarily well-to-do for at least three generations. The rough-neck was trying, without very much success, to engage his fellow-traveler in conversation. How long they had talked, and of what, before I took a seat at their table, I do not know. What I overheard was this:

The rough-neck (his mouth full of soup)—"What line you in?"

The elderly gentleman—"I—I am not in any business."

Rough-neck (more soup)—"Had a rich father, eh?"

Elderly gentleman—"Well, he was pretty well off."

Rough-neck (absolutely explosive with his soup)—"How did he make his money?"

Elderly gentleman (very, very quietly)—"He invented a noiseless soup-spoon."

An Ideal Meal, but—

A well-known food specialist, now acting as advertising manager for a chain of grocery stores, talked over the radio, a few weeks ago. He recommended, as the ideal meal, one consisting of whole-wheat bread, milk, orange juice and prunes.

A very good combination, to my way of thinking. But when X. finished his talk, I could not get rid of the thought that if everybody who heard him acted on his suggestion, his employers would have rather a hard time of it.

Please Remit!

"No," said Job Soapstone, "No! I never write no letters. 'Bout the only mail I git is from a feller that signs hisself Pless Remmitt. 'Pears to think I owe him money. Never seen him in all my born days."

He, Too, Was an Advertising Man

Mr. H. E. Lesan, President of the Lesan Advertising Agency, tells this story on himself.

Traveling in a day-coach, some years ago, he fell into conversation with his seat-mate. The latter was more than ordinarily inquisitive. Where did Mr. Lesan live? "Well! Well!" How long had he lived there? "Well! Well!" Where had he come from, originally? "Well! Well!"

Finally—"What line of business you in?"

"Advertising," Mr. Lesan replied.

"Well! Well! Ain't that funny?" said the seat-mate. "I am an advertising man, myself. Yes," he added, "I walk on stilts." JAMOC.

THE RELIGIOUS PRESS ASSOCIATION

INCORPORATED 1882

WITHERSPOON BUILDING
PHILADELPHIA

ALLAN E. SHUBERT
Manager

WESTERN OFFICE
NORTH AMERICAN BUILDING, CHICAGO

ADVERTISING DEPARTMENT
for the FOLLOWING

Weeklies

SUNDAY SCHOOL TIMES
CHRISTIAN ENDAVOR WORLD
SEARCHLIGHT
LOOKOUT
CHRISTIAN STANDARD
CHRISTIAN UNION HERALD
RELIGIOUS TELESCOPE
PRESBYTERIAN—HERALD & PRESBYTER
UNITED PRESBYTERIAN
REFORMED CHURCH MESSENGER
CHRISTIAN LEADER
GOSPEL ADVOCATE
RICHMOND CHRISTIAN ADVOCATE
PRESBYTERIAN OF THE SOUTH
SOUTHERN CHURCHMAN
BALTIMORE SOUTHERN METHODIST
SOUTHERN CHRISTIAN ADVOCATE

Boys' Group

FORWARD
WATCHWORD
ONWARD
WAY

Monthlies

KING'S BUSINESS
PRESBYTERIAN SURVEY
RECORD OF CHRISTIAN WORK
ST. ANDREW'S CROSS
WINTERMIST TEACHER
EARNST WORKER
OTTENBERG TEACHER
HEIDELBERG TEACHER
BIBLE TEACHER

Quarterlies

UNITED BAPTIST QUARTERLIES
REFORMED CHURCH QUARTERLIES
STANDARD QUARTERLIES
UNITED PRESBYTERIAN QUARTERLIES
METHODIST PROTESTANT QUARTERLIES
WILDS QUARTERLIES

For full information
address



AES:MK

Mr. A. Lert Advertiser
Everywhere, U.S.A.

May 1, 1926

Dear Mr. Advertiser:

Many times in the last seven years I have had many of the keenest space buyers say to me, "There are no better advertising mediums than religious publications, but ---."

Or, "I would like to use the Religious Press if ---."

Those "buts" and "ifs" were very reasonable in most cases and can be summed up as follows:

"--- but it is so hard to buy them in units of worthwhile volume of circulation."

"--- if the rate per thousand wasn't so high."

"--- if there wasn't a risk of showing denominational preference."

These "ifs" and "buts" are now completely eliminated in the new Religious Home Weeklies Combination. Its 571,441 net paid circulation is the unduplicated subscription lists of seventeen of the strongest denominational and interdenominational weeklies and is available at a rate that compares favorably with the best publications in the secular press.

You have perhaps noticed our advertisements in Advertising & Selling Fortnightly, Advertising Club News, etc., but if you have missed these, read those that are to follow. They tell the facts of a new advertising medium of established publications.

If you would like to hear more of our enlarged field as a medium for national advertising, or would like to have rate cards, please do not hesitate to call on us. There is no obligation.

Very truly yours,

The Religious Press Association

Allan E. Shubert

"As I
see
them"



by

Roland Hall

H. G. Kenagy and C. S. Yoakum are men of courage. They tackled the job of writing a good-sized and meaty book on the title of "The Selection and Training of Salesmen." Some job! But they went at it sensibly. They evidently didn't start out to write a book but have produced a book as a record of a great deal of valuable research work and study. Some of the findings are illuminating. For example, the business world has been rather well fed up during the last ten years on fine-spun theories about the relative merits of blonds and brunettes in sales work. The authors of this very specific treatise found, on extensive research among many sales organizations, that there is "no significant difference between blonds and brunettes." The blonds are found to have about as many of the so-called "brunette qualities" as the brunettes have of "blond qualities." But the book does show, in a very definite way, the bearing of age, weight, height, education, marriage and sales experience on a candidate's probable success.

Of course this book also deals, as such a book should, with the fundamentals of sales organization—home office and branch office—with time studies and method studies, with mental alertness tests, personality tests, with many plans that are carried out for the training of salesmen and their results, and also with the big subjects of supervision and conventions. The 370 pages are replete with interesting forms, summaries and interpretations.

Roland Hall

Free Examination Coupon

McGraw-Hill Book Co., Inc.
370 Seventh Avenue, New York

Send me for 10 days' free examination:

....Kenagy and Yoakum's Selection and Training of Salesmen, \$3.50

I agree to return the book, postpaid, in 10 days or to remit for it.

Name

Home Address

City..... State.....

Position

Name of Company..... A F 5-5-26

This column is advertising space of
the McGraw-Hill Book Co., Inc.

Ladies--- or "Cuties"?

[CONTINUED FROM PAGE 32]

Lastly, notice the way the two girls wear their clothes. The "cutie's" coat is open and sliding off her shoulders. She poses her feet and hands uncertainly and fumbles her bag. Her whole effect is unsure and sloppy. The lady, instead, wears her clothes well. Her coat is trimly closed, her carriage erect, her hat well placed, her pose full of crisp assured elegance. She has poise, *chic*, sophistication.

Do you, gentlemen, see the difference? Do you see why, in present-day fashions to the feminine world, it is necessary to have every trifling point checked, not by a man's predilections, but by a trained woman fashion expert's knowledge?

Even more sharply do the two photographs of the same costume with different accessories make the point of the importance of trifles.

In the left-hand photograph, the girl is correctly costumed for the country. A tailored coat of a sturdy material in a distinguished tone of brown. A plain hat that exactly matches. A checked woollen scarf—checks are good this season—that will keep off weather. A plain pigskin envelope purse. A smart stubby umbrella. Heavy, neutral-colored gloves. Matching shoes of serviceable leather with heels practical for walking. Everything in plain sturdy materials, suited to country surroundings and perfectly matched for elegance.

In the right-hand photograph, the coat is the same, but the accessories have been changed, and even a man can see that the lady is a mess!

For the plain hat that could face possible rain, she has substituted a frail confection of silk and lace suitable for a formal afternoon wedding. For the warm woollen scarf, she has substituted a small shawl of embroidered Chinese silk, suitable perhaps to throw over the shoulders of a plain demi-evening toilette to lend a touch of color. For the stout walking shoes, she has substituted high-heeled satin pumps that a country road would ruin in twenty minutes. She has put on white gloves that bear no relation to any other shade in her costume, and added a string of pearls. For the plain brown umbrella and bag, she has substituted an umbrella of red plaid silk and a fancy red bag with grains running seven different ways—never good, and peculiarly atrocious with a costume of this type. The beautiful harmony of color is gone. Its suitability for the country has vanished. No wonder the young lady droops her shoulders and cast down uncomfortable eyes.

Perhaps you think all this is obvious? Try it, gentlemen; try it and

see. Dissect the costume of an expensive looking stranger in the hearing of a fashion-wise feminine friend, and observe her pitying gaze cast upon you at the end of your second or third sentence. You will see in her eye that you simply do not know what you are talking about. And yet many a time only masculine eyes pass upon the drawings and copy which are intended to lend an air of fashionable correctitude to this or that article of merchandise, and which frequently elicit only giggles from the audience they are meant to impress.

Looking over advertisements, one sometimes wonders how in the world such drawings, such photographs, ever passed the critical eyes of even any good masculine advertising manager. The very women who are supposed to lend the air of exclusive elegance to cars, or soaps, or silver, or razors, are all too frequently nothing but cuties whose expression, or shingle, or accessories instantly convey to the feminine beholder that they "don't belong" and probably the article advertised doesn't belong either. Give that impression, and your money has been worse than wasted.

"Well, what are we going to do about it?" I can hear the advertising man with a fashion or semi-fashion account peevishly say.

THERE are two things you can do about it, gentlemen. One of them is to study. There is nothing so God-given about taste. It is mostly a matter of observing a great many things that are in good taste, and applying one's intelligence to learning why they are good and their opposites are bad. If you are collecting 15 per cent from advertising a product of taste to a public with taste, it isn't one bit beneath your dignity to put good hard hours of effort on learning what that public considers correct at the moment. American men have too often a ridiculous complex against knowing anything definite about taste. They seem to fancy such knowledge may stamp them as effeminate. Well, if it isn't effeminate to collect 15 per cent for selling merchandise of taste, it isn't effeminate to learn how to sell it.

The other thing is to have any illustration showing well-dressed women in correct surroundings checked by an expert. At the present time, check up particularly the hat, shoes, gloves, bag, umbrella, scarf, shingle, skirt-length, and suitability of the costume to the occasion. Next fall, something else may be the touchstone of *chic*, and only the expert whose business it is to know the mode can say absolutely what is correct at the moment.

Incidentally, beware of any women's



Outdoor Advertising

USERS of Outdoor Advertising never have to wonder, "Will people see my advertisement"? It is impossible not to see it. All Outdoor Advertising units are of dominating size.

And because of its size, Outdoor Advertising makes a lasting impression. Big things are remembered. Your product, pictured on the outdoor scale, stays in the public mind.

National Outdoor Advertising Bureau


INCORPORATED

An Organization Providing a Complete Service in Outdoor Advertising through Advertising Agencies

1 Park Avenue, New York

General Motors Building, Detroit

14 East Jackson Boulevard, Chicago



NOTICE the manufacturers in your town who are turning to gas for fuel. When you realize that one industrial consumer uses more gas than hundreds of domestic customers, you can see what a tremendous growth the gas industry is undergoing with the active development with this type of business. Of course the demand for all types of equipment and supplies is growing correspondingly.

Let us tell you of the application of your product in the gas industry. No cost or obligation to you.

Gas Age-Record

9 East 38th Street
New York

A. B. C.

A. B. P.

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

fashion idea that goes big with the director of the sales force. It may be splendid to him, and fatal with your feminine public. It may help his salesmen land orders from their retailers, but keep women from buying the goods off the shelves. Check it by a woman, an intelligent woman, a trained woman. Your wife may be the sweetest little woman in the world and the best mother that ever was and the finest household manager . . . but a wretched judge of how to sell silk underwear to flappers. You need the trained eye and the experienced judgment of the expert.

Otherwise, your advertisement may be like the officially interior-decorated house of people who themselves lack taste, and put, as Whistler said, "some little thing on the mantelpiece that gives the whole show away."

"Gas Station Topics"

Is the name of a new publication devoted to the construction, operation, maintenance and management of filling and service stations. Glenn W. Sutton, for five years president of *Petroleum Age*, is vice-president and general manager. The editorial management is under Alex A. McCurdy, former editor of the *Oil Trade Journal*.

Pan-American Congress of Journalists Breakfast

Was given at the Hotel Commodore, New York, on April 22 by the American Association of Advertising Agencies for the delegates from the Latin American republics. The gathering of South American news and the functions of an advertising agency to aid publishers and advertisers was discussed by the speakers, consisting of Roy Durstine, president of the Four A's; James O'Shaughnesy, secretary of the association; Jorge Mitre, director of Buenos Aires *La Nacion*; James H. Furay, United Press Association, and Kent Cooper, general manager of the Associated Press. J. W. Sanger, Frank Seaman Agency, Inc., presided.

The Walter F. Haehnle Company

Cincinnati, is the new name adopted by Klee, Haehnle, McBreen, Inc., of the same city. The offices have been moved from 705 Gwynne Building to 505-506 Gwynne Building. William W. Romaine, formerly advertising manager of the Triumph Electric Company, and more recently with Truscon Steel Company advertising department, has been made vice-president.

Irwin Jordan Rose Company, Inc.

New York, will direct advertising for the Allen D. Cardwell Manufacturing Corporation, Brooklyn, N. Y., manufacturers of radio equipment, condensers automatic telegraph equipment, etc.

Mapl-Flake Mills, Inc.

Chicago, is the name of a separate corporation which handles the cereal manufacturing division for the Armour Grain Company. George E. Marcy, formerly president of the company, has retired from active executive participation and is chairman of the board of directors. Matters relating to advertising are in charge of J. A. Mander.

Gas Age-Record

"The Spokesman of the Gas Industry"

Over 1,200,000 A.B.C. Circulation In Foreign Language Newspapers

TODAY you can buy this highly desirable bona-fide A. B. C. circulation with the same confidence that you buy the circulation of the Saturday Evening Post.

Foreign language newspaper circulation, when it is A. B. C. is a PLUS quantity.

Every foreign language newspaper is a HOME paper, read by

every member of the FAMILY.

It is virtually a MAGAZINE. The foreign language speaking person reads his paper, not for sports and comics, but for INFORMATION. He reads it from first page to last—and the ADVERTISING is as much NEWS to him as the latest A. P. dispatch. And he BELIEVES what he reads!

Members of Audit Bureau of Circulations

New York City

German
Staats-Zeitung Daily—Morn. . 55,860
New Yorker Herold Daily—Eve. . 43,220
Staats-Zeitung and Herold. Sunday 108,945

Greek
Atlantis Daily—Eve. . 12,063
Atlantis Sunday 11,798

Hungarian
Amer. Magyar Nepszava... Daily—Morn. . 27,137

Italian
Corriere D'America Daily—Morn. . 54,304
Corriere D'America Sunday 56,487
Il Progresso Daily—Morn. . 81,118
Il Progresso Sunday 98,739

Jewish
Forward Daily—Eve. . 149,619
Forward Sat.—Morn. . 168,189
Forward Sun.—Morn. . 161,209
Day Daily—Eve. . 57,948
Day Sat.—Morn. . 67,634
Day Sun.—Morn. . 63,942
Jewish Morning Journal... Daily—Morn. . 75,206
Jewish Morning Journal... Sun.—Morn. . 64,808

Polish
Nowy Swiat Daily—Morn. . 15,230
Nowy Swiat Sun.—Morn. . 10,428

Russian
Russky Golos Daily—Morn. . 9,053
Russky Golos Sun.—Morn. . 9,544

Spanish
La Prensa Daily—Morn. . 11,262

Brooklyn

Norwegian
Nordisk Tidende Weekly 8,560

Chicago

Bohemian
Katolik S/W 8,452

German
Abendpost Daily—Eve. . 39,765
Abendpost Sunday 42,454

Jewish
Forward Daily—Eve. . 35,805
Forward Sunday 37,468

Polish
Daily Zgoda Daily—Morn. . 39,661
Weekly Zgoda Weekly 107,309

Swedish
Svenska Amerikanaren Weekly 66,343
Sv. Tribunen Nyheter Weekly 58,138

Cleveland

German
Waechter & Anzeiger.... Daily—Eve. . 14,786
Waechter & Anzeiger.... Sunday 9,679

Detroit

Polish
Rekord Codzienny Daily—Eve. . 21,117

Decorah, Iowa

Norwegian
Decorah Posten S/W 42,969

Manchester, N. H.

French
L'Avenir National Daily—Eve. . 4,231

Woonsocket, R. I.

French
La Tribune Daily—Eve. . 3,891

Scranton, Pa.

Slovak
Obrana S/W 13,715

These newspapers may be bought singly or in language groups or by geographical divisions. They open up new, enormous uncrowded markets for American goods. It is just as easy to sell merchandise in foreign language neighborhoods as anywhere else. Get the FACTS—from individual newspapers or accredited representatives.

ASSOCIATION OF FOREIGN LANGUAGE A.B.C. PUBLISHERS

M. F. Węgrzynek, *Executive Secretary*

24 Union Square, New York

Send for This **FREE BOOK**

On House-to-House Selling

SUCCESS in Direct-to-Consumer Selling depends upon FACTS!

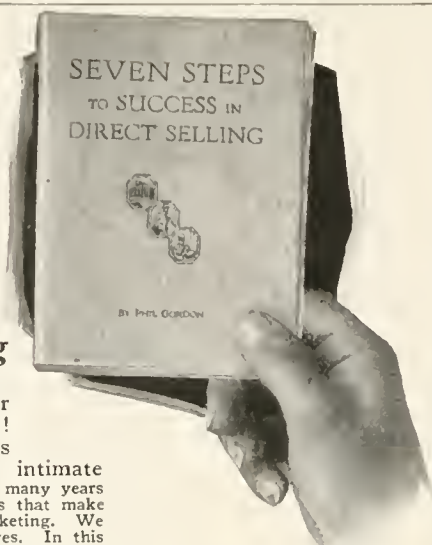
It is never the result of guess work or supposition. Through our intimate contact with Direct Selling over a period of many years we have been enabled to gather together facts that make for successful operation in this field of marketing. We have now prepared a Guide Book for executives. In this condensed manual of Direct Selling are outlined many of the plans and methods through which the most successful direct-to-consumer companies have built their businesses. It contains seven of the greatest principles of direct-to-consumer merchandising, tells how to eliminate the wasteful methods that endanger permanence, and shows how to put a direct-marketing business on the firm foundation necessary for successful operation.

We shall be pleased to mail "Seven Steps to Success in Direct-Selling" to you free without any obligation on your part.

Complete Advertising and
Marketing Service for
Direct Selling Companies

The
Phil Gordon
Agency

An organization of Direct-Selling Specialists



Answers Important Questions About Direct- to-Consumer Selling

*What is the most effective
plan to use for securing
salesmen?*

*What type of sales organiza-
tion is best?*

*What plan of presentation is
most effective for building
sales?*

*What are the most common
causes of failure among
Direct Selling Firms?*

Suite 1501-2-3
307 No. Michigan Ave.
CHICAGO

Direct Mail

[CONTINUED FROM PAGE 31]

What is being proved is merely that some copy is better than other copy, and that better copy is better copy because it is better copy.

But the big question still remains untested. That question, to which direct mail always addresses itself, is this: Which is more profitable? To reach a smaller number of real prospects with a real selling message, or to reach ten, twenty, fifty times as many with a brief reminder, a deft suggestion, a memory peg, or an impression. It all depends upon the product, the amount of selling necessary and consumers' buying habits.

Between the mass advertising for "convenience goods," universally distributed through staple dealer channels, and the direct mail selling of specialized products with strictly limited and definitely known markets, there can be, or should be, no antagonism.

THE place where direct mail advocates begin to question and impugn is the place where Diesel engines, \$100,000 yachts, \$10,500 Rolls-Royces, produced at the rate of 500 a year, are advertised to three, ten or twenty million people. And that is a good place to begin impugning the judgment and even the sincerity of anybody who makes such a recommendation.

The feeling of direct mail advertising advocates, the intelligent ones at least, is that direct mail as a medium has not always been given the look-in it would have received if advertising recommendations were invariably based upon close analysis of the actual selling and merchandising situation as it exists.

This is only another way of saying that direct mail men believe that advertising of other kinds is often recommended and sold because it is easier to sell and to produce than is direct mail advertising.

Most business men believe in advertising because they see so many other people doing it. Direct mail advertising is inconspicuous. A firm may spend a million dollars in direct mail and its competitors be none the wiser. In fact that's one of the four or five big reasons for direct mail advertising.

Curiously enough, the man who has just spent several hundred thousand dollars for publication and outdoor advertising always says that it paid marvelously. Everybody knows he advertised—or he hopes they do—and he is going to be the last person to question it publicly.

But the man who has just spent \$10,000 or \$50,000 in direct mail advertising and has reduced his selling cost by so doing, will refuse to be interviewed or quoted on the subject.

If the truth about direct mail advertising became generally public, the advertising world would be shaken.

Good Fishin'



That's what you get on the Mississippi Coast—and lots of folks come and enjoy it; all the year 'round. These visiting fishermen make up part of the more than 6,000 well-to-do and intelligent folks who read The Daily Herald.

National Advertisers can best cultivate this prosperous and ever-growing market through this wide-awake and up-to-date newspaper that "Covers the Coast."

THE DAILY HERALD

GULFPORT

MISSISSIPPI

BILOXI

Geo. W. Wilkes' Sons, Publishers



Auguste Rodin 1840-1917

Rodin is probably best known as the sculptor of the celebrated figure "The Thinker." Among many of the famed works of this master of the modern naturalistic school are "The Citizens of Calais" and statues of Victor Hugo, Balzac and Bastien Le Page.

Rodin did not do the rough hewing

Rodin, the famous French sculptor, hired marble cutters to rough out blocks. Only when the figures he desired to create took form would the master take up the mallet and chisel.

Because he was relieved of the rough hewing, Rodin did more work. As a result of this the world is richer in masterpieces.

Think of Rodin's method, and ask yourself a question. Are your salesmen doing the labor of rough hewing when business paper advertising can do it more economically?

Are you paying for call after call in which your salesmen meet with ignorance of your house or indifference to your product?

To reach the classes of men on whom your salesmen call, and reach them at low cost, there are A. B. P. papers. Your advertising in these papers does the "rough hewing," and makes the job of selling easier.

Ask about A. B. P. papers. Definite information about them, their circulations (which are A. B. C. audited) and the fields they cover is available.

Membership in the Associated Business Papers, Inc., assures a publication that maintains the highest standards of publishing practice.

The Advisory Service Department of the A. B. P. will be glad to confer with any manufacturer or advertising agency seeking information in the business paper field. No obligation incurred.

A. B. P.

THE ASSOCIATED BUSINESS PAPERS, INC.

Executive Offices: 220 West 42nd Street, New York, N. Y.

A group of qualified publications reaching 56 fields of trade and industry



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Business Opportunities

WANTED A PRODUCT—to be sold by mail through our 10,000 representatives. Explain your proposition in detail. Mary Arden, 68 Independence Square, Philadelphia, Pa.

Position Wanted

SALES ENGINEER, twenty years' experience, established one good line, want one more, commission basis, not necessarily along engineering lines. Will furnish and expect references. Write Patrick, 737 Terminal St., Los Angeles, Cal.

ADVERTISING SALESMAN

Now successfully representing leading trade publication. Limitations of present connection make change desirable. Married, 30, university graduate. Box No. 382, Advertising and Selling, 9 East 38th Street, New York City.

ADVERTISING layout and detail man with 2 years' commercial art training desires position with future; 3 years' experience national advertiser. Box No. 386, Advertising and Selling, 9 East 38th St., New York City.

SALES MANAGER, experienced handling salesmen, food line, all territory east of Chicago, desires position. Box No. 389, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted

Wanted by an association of established business papers on the Pacific Coast, a representative to solicit advertising on the Eastern Seaboard. In reply please give full details and mention method of compensation you prefer. Box No. 383, Advertising and Selling, 9 East 38th St., New York City.

Young man, under 30, to sell advertising space on established weekly industrial newspaper. Must have had not less than one year's experience in selling space. Give full experience over period of five years. Communications will be held strictly confidential. Box No. 388, Advertising and Selling, 9 East 38th St., New York City.

Solicitor wanted on commission basis to secure advertisements for 20 page pamphlet-magazine dealing with problems in naturalization—2000 circulation. Good opportunity to take over entire advertising management. Telephone Vanderbilt 9495 for appointment.

Help Wanted

EXPERIENCED ADVERTISING SALESMAN with trade paper training, a knowledge of agency methods and how they choose mediums, who has a good record for getting business, is wanted by a well established business paper to work eastern territory. Applicant must furnish unquestioned references as to integrity, character and habits. First letter should contain full information about yourself; age, nationality, fraternal affiliations, former connections and salary to start. Strictly confidential. Box No. 384, Advertising and Selling, 9 East 38th St., New York City.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City.
Telephone Wis. 5483

Service

Balda Art Service, Oshkosh, Wis., creators of Letterheads, Advertising Illustrations, Cover Designs, Labels, Cartoons, etc. Sketches submitted with price for drawing and engraving cut complete. Give us a trial.

Miscellaneous

BINDERS

Use a binder to preserve your file of Fortnightly copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding one volume (13 issues) \$1.85 including postage. Send your check to Advertising and Selling, 9 East 38th St., New York City.

BOUND VOLUMES

A bound volume of Advertising and Selling Fortnightly makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is \$5.00 per volume. Send your check to Advertising and Selling, 9 East 38th St., New York City.

A. N. A. to Hold Semi-Annual Meeting

THE semi-annual meeting of the Association of National Advertisers will be held at the Edgewater Beach Hotel, Chicago, on May 10, 11 and 12. On Monday, May 10, A. W. Shaw, president of the A. W. Shaw Co., Chicago, will speak on "The Advertising Department; Its Place in Business Organization"; Kenyon Stevenson, Armstrong Cork Co., on "Organizing to Get Things Done in the Advertising Department"; V. C. Cutts, advertising manager, The H. W. Gossard Co., on "Some Things We Can Learn From the Department Store Advertising Manager"; and H. G. Weaver, assistant to director sales section, advisory staff, General Motors Corporation, on "Laying the Foundations of an Advertising Campaign."

On Tuesday, May 11, W. S. Lockwood, advertising manager, Johns-Manville, Inc., will speak on "The Organization of an Advertising Department for Production"; Everett R. Smith, advertising manager, The Fuller Brush Co., on "How We Sell Advertising Cooperation to Our Salesmen"; W. K. Towers, advertising manager, Paige-Detroit Motor Car Co., on "How We Sell Our Distributors on Advertising Cooperation"; W. F. Earls, advertising manager, United States Rubber Co., on "The Records of an Advertising Department"; and L. E. Frailey, Ralston Purina Co., on "Management of Departmental Personnel."

The farm paper circulation clinic will be held under the chairmanship of O. C. Harn, advertising manager, National Lead Co. Marco Morrow, assistant publisher, Capper Publications; Horace C. Klein, publisher, *St. Paul Farmer*; and E. T. Hall, vice-president Ralston Purina Co., will speak on "Circulation Methods in the Farm Field." At the dinner that evening, Clarence Darrow of Chicago has tentatively accepted the invitation to be the principal speaker. Harry T. Brundage of the *St. Louis Star*, famous as a reporter and exposé of the medical "degree mills," is to be the other speaker.

On Wednesday, May 12, Kerwin H. Fulton, president, General Outdoor Advertising Co., will speak on "New Developments in the Outdoor Advertising Field"; H. M. Bourne, advertising manager, H. J. Heinz Co., on "Standardization of Process Colors"; G. Lynn Sumner, president, H. Lynn Sumner Co., on "Is the Advertising Dollar Decreasing in Effectiveness?"; and Harry R. Wellmann, professor of marketing, Amos Truck School, Dartmouth College, on "Wastes in Advertising."

Churchill-Hall, Inc.

New York, will direct advertising for the Marshak Maltmolak Co., Brooklyn, N. Y.

"GIBBONS knows CANADA"

J. J. Gibbons Limited, Advertising Agents
TORONTO MONTREAL WINNIPEG

Florida Buys *in the Summer, Too*

Many people, who think of Florida as only a winter resort, imagine that as soon as the tourists have departed in the spring Florida is as deserted as a baseball park after the game is over.

The truth is that Florida in the summer more nearly resembles the circus grounds after the show is over. For then the work seems really to begin. The state seethes with activity. Construction is rushed on new hotels, apartments, business buildings and houses. New roads are built, new paving laid. Public utilities are extended. Everybody is busy.

The permanent residents of the state, numbering nearly a million and a half, continue to live here throughout the summer. And many others come here for business or pleasure. The heat is not excessive. There is no record of a single sunstroke in Florida history. People work and play as usual and they all continue to buy just as they do in other parts of the land.

All of which merely shows that it pays to advertise to Florida in the summer, too. It's a great year-round market, with an extra population thrown in for good measure in the winter.

Keep your advertising message continuously before the Florida market by using the Associated Dailies—the only media that cover the state completely and economically.

For information address:

ASSOCIATED DAILIES *of Florida*

510 Clark Bldg., Jacksonville, Florida

Bradenton News
Clearwater Sun
Daytona Beach Journal
Daytona Beach News
Deland Daily News
Eustis Lake Region
Fort Lauderdale News
Fort Myers Press
Fort Myers Tropical News
Fort Pierce News-Tribune
Fort Pierce Record
Gainesville News
Gainesville Sun
Jacksonville Florida
Times-Union
Jacksonville Journal
Key West Citizen
Key West Morning Call
Kissimmee Gazette
Lakeland Ledger
Lakeland Star-Telegram
Melbourne Journal
Miami Daily News
Miami Herald
Miami Illustrated Daily Tab
Miami Tribune
New Smyrna News
Ocala Central Florida Times
Orlando Morning Sentinel
Orlando Reporter-Star
Palatka News
Palm Beach Post
Palm Beach Times
Plant City Courier
St. Augustine Record
St. Petersburg Independent
St. Petersburg News
St. Petersburg Times
Sanford Herald
Sarasota Herald
Sarasota Times
Stuart Daily News
Tampa Times
Tampa Tribune
Winter Haven Florida Chief



Outlines Advertising Strategy

"Advertising Copy: Principles and Practice"

By Lloyd D. Herrold, M.B.A. In
Charge of Advertising Courses, School
of Commerce, Northwestern University

SUCCESSFUL copy makes the "advertising interview" really pay. This new manual tells you clearly the pivotal **selling factors** in successful copy. It explains just how and where to find sales facts, how to analyze your product, select and express its most effective features, how to adapt ideas to your readers, and how to get points of contact. Actual advertisements in various stages of preparation show exactly how to build introductory, competitive, reminder, roadshow, argumentative, and descriptive advertisements for newspaper, general, trade, or direct advertising. 133 illustrations. 525 pages.

Free Examination Coupon

A. W. Shaw Company, Cass, Huron and Erie Streets, Chicago. Send on "Advertising Copy: Principles and Practice" for my 5-day free inspection. Within five days after its receipt, I'll send you \$6, plus five cents for mailing charge, or return the book. AS 556

Name..... (Please print plainly)

Street and No..... (Please print plainly)

City and State.....

Firm.....

(Canada \$6.60, duty prepaid, same terms; U. S. Territories and Colonies and all other Countries \$6.60 cash with order.)

Merchandise for the Filling Station

[CONTINUED FROM PAGE 25]

dling of "gasoline dopes," "etherized gasoline," and several advertised brands of so-called "anti-carbon preparations." "Dope selling is prohibited," states one district manager, "either for car or man."

THE third class of stations consists of those privately owned. To them the refiners sell gasoline and oil outright. The price is that prevailing on day of delivery, subject only to protection for three-four days if tank-wagon prices advance within the agreed time. Should tank-wagon prices recede, the station owner benefits. Filling stations of this group are encouraged to display signs and boards with the name of the refining company, their pumps carry the recognized emblem and distinguishing character of the oil company and yet the pumps are sufficiently different from those of the company-owned and the company-leased stations to catch the eye of knowing ones. For the Standard Oil Co., to continue the same example, "red pumps" indicate privately-owned filling stations which dispense Standard products.

The oil companies' charge accounts, as also their coupon books, are acceptable only at company-owned and company-leased stations. They are not current with privately-owned stations which handle the company's products; consequently the credit customer gets the two or three cents of reduction in price only where the credit is good (credit giving also the benefit of tank-wagon prices rather than pump-prices).

In any attempt, therefore, to move goods through filling stations, the only method of approaching the company-owned stations would be through the officers of the controlling oil company: with leased stations, due regard must be had for company regulations over the lessees. As a rule, however, these lessees are permitted to operate the stations as they wish, as long as they keep away from products of competing refiners, from disreputable practices of the short-measure and "midnight graft" sort, and from the two forms of dope.

A blacksmith at the Ford assembling plant in St. Louis, during Christmas week of the past winter, bought out a filling station close to his home at the outskirts of that city. He paid some cash, assumed a debt for the balance, agreed to pay the owner of the land \$35 a month rental, took his son from a job downtown that was paying him \$100 a month, installed the boy at the station with a promise of sharing the profits. The blacksmith opens the fill-

ing station at six each morning; his son reports at seven; the father goes to work at the Ford plant, but at the close of his day relieves his son, who then "goes home for a warm supper." Father and son divide the evening and Sunday work. In four months they have "made more money than we ever had before," but the father hastened to add, as he related the story, "on the gas alone, the boy would have starved or frozen to death."

The secret of profits, for them, lay in selling Ford parts and the more common parts for other medium-priced cars. "We made over \$200 on gaskets alone during the winter," said he. He permitted me to examine their sales record for a Sunday (April 18), with the result that it was shown that he had sold approximately 900 gallons of gasoline on that day in 114 sales; there had been 29 sales of lubricants and 84 sales of accessories. The cash value of the accessories lacked but \$15 of equaling that of gasoline and lubricants, but with greater profits.

"My wife wants me to build bigger," remarked he, "and put in fancy baskets for the ladies, but I know that won't do. Our hands get greasy with the oils, and we'd spoil the baskets so they wouldn't sell. The wife's right, though; what we need is something for the women."

ON the right hand side of a country road entering Detroit, one filling station displays a window of padlocks and rubber-encased chains to protect spare tires from theft. "Every man knows he ought to have protection for his spares," chuckled the owner of the place, "and I get them as they come into the city. I have that sign where the woman in the back seat sees it, and a couple of times a day some woman points to it and tells her George to get the lock and then they'll have it. . . . I sell them \$1.50 padlocks, too. These are the best I can buy, and they have the famous name on them. They're not the kind any sneak can shake open with a hammer."

Nor are padlocks the only hardware article that might be pushed by roadside selling. For another example, let a hardware jobber's salesman visit the filling stations on the main State highway for twenty miles each side of Utica, N. Y., say as far as Oneida to the west and Little Falls or Amsterdam to the east. Each winter, for two or three months, that forty miles is the disgrace of the State Highway Commission. Week after week ruts in the frozen snow make motoring close to impossible; for two and three miles

HOTEL EMPIRE

New York's newest and most
beautifully furnished hotel -
accommodating 1034 guests
Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET.
\$250

ROOM WITH PRIVATE BATH -
\$350

ALL OUTSIDE ROOMS

The NEIL HOUSE

The
newest and now
the Leading Hotel in
COLUMBUS, OHIO
(Opposite the State Capital)
655 ROOMS - 655 BATHS
RATES FROM \$10 to \$17
EUROPEAN PLAN

The facilities for dance,
luncheon, dinner and card
parties, large or small, are
so unusually good that
Society and Fraternity
functions are always enjoyed.

SPECIAL FEATURES
Club Meals in Main Dining
Room and Grill Room,
Blue Plate Luncheon,
COUNTER SERVICE
AT POPULAR PRICES

Luncheon Clubs served
in private dining rooms
at 75¢ per person.

Under the Direction of
GUSTAVE W. DRACH, President and Architect
FREDERICK W. BERGMAN, Managing Director

A Scripps-Howard Newspaper

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at a stretch it is utterly out of the question for opposing trucks, or pleasure cars, for that matter, to pass. A single deep rut holds wheels where neither profanity nor driving skill will deliver.

Along that road, drivers in scores tramp in the slush to the nearest farmhouse to beg an ax and a shovel, only to be met with the reply that it was lent over a month ago and did not come back. In desperation, men dig themselves out laboriously with the tools of the repair kit hidden beneath the driving seat—not once a week, but a hundred times a day for weeks and weeks; not occasionally of a winter, but every winter.

WOULD a filling station along that road be able to sell shovels and picks? Or canvas gloves and hot coffee? If you think the answer is "No," you convict yourself of never having been in that predicament, on that piece of road or elsewhere. For this stretch stands not alone of its kind.

Down in Virginia, near South Hill, where the mud is muddiest when Florida touring is at its height, a filling station for two successive winters, to my personal knowledge, displayed a sign, scribbled on a bit of pasteboard that was badly soiled and weather beaten: "Burlaps given away." To how many a disheartened tourist, with ear down to its hubs in the gelatinous clay, has that sign brought hope!

Along that road came a salesman for a make of anti-skid chains. He nosed about the place. Behind the shed he found a pile of emptied fertilizer bags, and to his question he received the drawled answer: "Oh, I reckon, mebber, as how I gives away a couple o' hundred bags a winter." In the winter of 1924-25 that little filling station sold "a couple o' hundred" sets of skid chains to an equal number of most grateful patrons. In 1925-26, with every sale of gasoline, either the man or his daughter would ask the women in the automobile: "Are you fixed for Kodak films?" One side-line, thus discovered, whetted their desire for others.

Filling stations in the Southern States along tourist routes might develop as a good outlet for drivers' goggles, colored spectacles and the like. Northerners who drive south in the winter fail to remember that they will face the sun all day, or that it lies low in the horizon, or that Florida sands are glistening white. If goggles are sold, let not the makers omit to provide a suitable case. It is as easy to make a seventy-five cent sale as one for a third that sum.

The whiff of roasting peanuts or the appetizing smell of buttered popcorn draws the coin from pockets. There is no reason why the makers of corn poppers and peanut machines should not cultivate the filling stations for their equipment.

This is the second of two articles by Mr. Haring on the gasoline filling station as a retail outlet. The first appeared in the April 21 issue of ADVERTISING & SELLING.

Building Business for the Building Business

LIME, cement, stucco, plaster, brick, stone and lumber, iron, steel and tile, insulation and roofing, plumbing, heating, lighting and ventilation equipment, paints and varnishes,—these are the raw materials of the roofing business. They bear to the building business very much the same relation that motors, starting, lighting and ignition systems, steering gears, axles, radiators, tires, bodies, and upholstery bear to the automotive industry. And, like the automobile that is constructed of standard parts, the building that is constructed of standard units, known to the great buying public by name and reputation, is the building that meets the requirements of the present-day market.

More and more, as time goes on, home builders are incorporating into their houses added conveniences and luxuries,—built-in equipment from cellar to attic. Automatic heat control, electric laundry and refrigeration equipment, garbage incinerators, moth-proof vaults, labor saving kitchen cabinets and medicine closets. The list could be extended *ad libitum*.

But whether “fully equipped” or without the accessories, the modern home, like the modern automobile, must be built of the best standard parts and must be so advertised.

Cincinnati has long been famous for the beauty and excellence of its homes, a reputation even better merited now than at any time in the past. This city is therefore of necessity a great market for high grade, nationally advertised building materials and equipment. And the key to this market, as to the Cincinnati automobile market, is the *Times-Star*.

In the year 1925, the real estate and building materials industries placed almost eighteen units of display advertising in the *Times-Star* for every thirteen units placed in the second afternoon newspaper. But on the same days (the *Times-Star* is not published on Sundays) the display lineage in this classification of the *Times-Star* was more than 2.3 times that of the leading morning newspaper.

THE CINCINNATI TIMES-STAR

Member Audit Bureau of Circulations

CHARLES P. TAFT, *Publisher*
MARTIN L. MARSH, *Eastern Rep.*
927 Brunswick Building, New York

C. H. REMBOLD, *Manager*
KELLOGG M. PATTERSON, *Western Rep.*
904 Union Trust Building, Chicago

QUESTIONS

for the national advertiser

You check up a salesman's calls— Why not a publication's?

You don't allow your salesman to travel around the country for months without giving you some report of what calls he has made. You want to know whether he has made enough calls and whether he has been calling on the right people.



Your advertising is also making calls—many more than your salesman can make, and over a wider territory.

Have you an accurate check on the actual number of calls your copy is making? Have you definite information as to whether these calls are being made in the homes of the people you really want to reach?

An A. B. C. report furnishes a check-up on the calls of the printed-salesmen you employ to carry your messages. It will pay you to study mediums as closely as you do markets.

**Audit Bureau of Circulations
Chicago**



The Mill Price List

Telvo-Enamel
 Marquette Enamel
 Sterling Enamel
 Westmont Enamel
 Westvaco Folding Enamel
 Pinnacle Extra Strong
 Embossing Enamel
 Westvaco Ideal Litho
 Westvaco Satin White
 Translucent
 Westvaco Coated Post Card
 Clear Spring Super
 Clear Spring English Finish
 Clear Spring Text
 Westvaco Super
 Westvaco H.F.
 Westvaco Eggshell
 Minero Bond
 Omega Writing
 Westvaco Micrograph
 Westvaco Index Bristol
 Westvaco Post Card



Clear Spring E.F.

The artist's real victory is to achieve superiority and distinction of style. WESTVACO paper-makers have achieved a real victory in the superiority of *Clear Spring English Finish*, distinguished as an uncoated paper that does justice to the printing of fine halftones.

Design by C. B. FALLS

See reverse side for list of WESTVACO DISTRIBUTORS

The Mill Price List

Distributors of

Westvaco Mill Brand Papers

THE CHATFIELD & WOODS CO.	20 W. Glenn Street, <i>Atlanta, Ga.</i>
THE ARNOLD-ROBERTS CO.	<i>Augusta, Me.</i>
BRADLEY-REESE CO.	308 W. Pratt Street, <i>Baltimore, Md.</i>
GRAHAM PAPER CO.	1726 Avenue B, <i>Birmingham, Ala.</i>
THE ARNOLD-ROBERTS CO.	180 Congress Street, <i>Boston, Mass.</i>
THE UNION PAPER & TWINE CO.	Larkin Terminal Building, <i>Buffalo, N.Y.</i>
BRADNER SMITH & CO.	333 S. Desplaines Street, <i>Chicago, Ill.</i>
WEST VIRGINIA PULP & PAPER CO.	732 Sherman Street, <i>Chicago, Ill.</i>
THE CHATFIELD & WOODS CO.	3rd, Plum & Pearl Sts., <i>Cincinnati, O.</i>
THE UNION PAPER & TWINE CO.,	116-128 St. Clair Ave., N.W., <i>Cleveland, O.</i>
GRAHAM PAPER CO.	421 Lacy Street, <i>Dallas, Texas</i>
CARPENTER PAPER CO. OF IOWA,	106-112 Seventh St. Viaduct, <i>Des Moines, Ia.</i>
THE UNION PAPER & TWINE CO.	551 E. Fort Street, <i>Detroit, Mich.</i>
GRAHAM PAPER CO.	201 Anthony Street, <i>El Paso, Texas</i>
GRAHAM PAPER CO.	<i>Houston, Texas</i>
GRAHAM PAPER CO.	6th & Broadway, <i>Kansas City, Mo.</i>
THE E. A. BOUER CO.	175-185 Hanover Street, <i>Milwaukee, Wis.</i>
GRAHAM PAPER CO.,	607 Washington Avenue, South, <i>Minneapolis, Minn.</i>
GRAHAM PAPER CO.	222 Second Avenue, N., <i>Nashville, Tenn.</i>
THE ARNOLD-ROBERTS CO.	511 Chapel Street, <i>New Haven, Conn.</i>
GRAHAM PAPER CO.,	S. Peters, Gravier & Fulton Streets, <i>New Orleans, La.</i>
BEEKMAN PAPER AND CARD CO., INC.,	137-141 Varick Street, <i>New York, N.Y.</i>
WEST VIRGINIA PULP & PAPER CO.	200 Fifth Avenue, <i>New York, N. Y.</i>
CARPENTER PAPER CO.	9th & Harney Streets, <i>Omaha, Neb.</i>
LINDSAY BROS., INC.	419 S. Front Street, <i>Philadelphia, Pa.</i>
THE CHATFIELD & WOODS CO.	2nd & Liberty Avenues, <i>Pittsburgh, Pa.</i>
THE ARNOLD-ROBERTS CO.	86 Weybosset Street, <i>Providence, R. I.</i>
RICHMOND PAPER CO., INC.	201 Governor Street, <i>Richmond, Va.</i>
THE UNION PAPER & TWINE CO.	<i>Rochester, N. Y.</i>
GRAHAM PAPER CO.	1014 Spruce Street, <i>St. Louis, Mo.</i>
GRAHAM PAPER CO.	16 East 4th Street, <i>St. Paul, Minn.</i>
WEST VIRGINIA PULP & PAPER CO.	503 Market St., <i>San Francisco, Cal.</i>
R. P. ANDREWS PAPER CO.	704 1st Street, S. E., <i>Washington, D. C.</i>
R. P. ANDREWS PAPER CO.	<i>York, Pa.</i>

Manufactured by

West Virginia Pulp & Paper Company

Advertising & Selling

LIBRARY
MAY 19 1926
U. S. RUBBER CO.

PUBLISHED FORTNIGHTLY



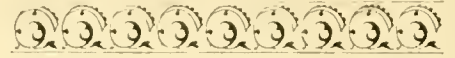
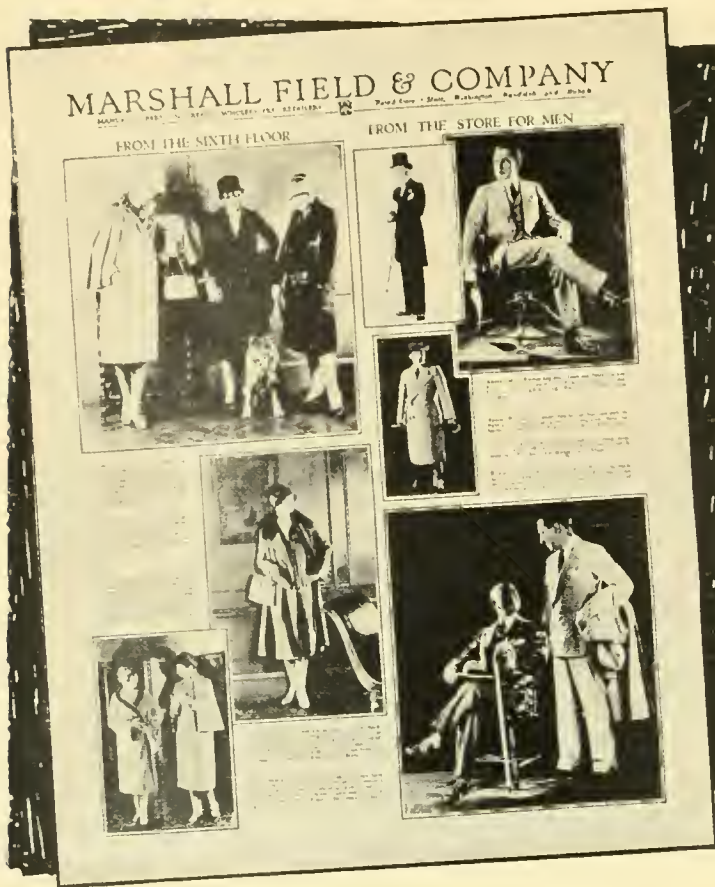
Painted by Jon O. Brubaker for National Association of Book Publishers
Medal Winner, Annual Exhibition, Art Directors Club of New York

MAY 19, 1926

15 CENTS A COPY

In this issue:

"Growing Pains of a Giant Industry" By H. A. Haring; "Thumb-Tacks Do Not Make Product Outlets" By W. R. Hotchkin; "What Will It Cost to Start a Direct Selling Business?" By Henry B. Flarsheim; "Studying the Structure of Industrial Buying" By R. Bigelow Lockwood



A page advertisement, in miniature, from the schedule of Marshall Field & Company in the Photogravure Section of The Chicago Daily News—the only photogravure section in Chicago used by Marshall Field & Company.



The Mirror of Fine Merchandise

The high character of the Marshall Field & Company advertising is emphasized in the Photogravure Section of The Chicago Daily News. In this medium Marshall Field & Company almost literally mirror to the people of Chicago the qualities of their high-grade merchandise.

Knowing the home selling influence of The Daily News and the general popularity of the Photogravure Section among Chicago families, local advertisers in the first four months of 1926 placed 85,155 agate lines of photogravure advertising in The Daily News—approximately ten times the total of their other photogravure advertising in Chicago.

The Saturday Photogravure Section of

THE CHICAGO DAILY NEWS

First in Chicago

ADVERTISING REPRESENTATIVES

NEW YORK
J. B. Woodward
110 E. 42d St.

DETROIT
Woodward & Kelly
Fine Arts Building

CHICAGO
Woodward & Kelly
360 N. Michigan Ave.

SAN FRANCISCO
C. Geo. Krogness
353 First Nat'l Bank Bldg.

Cars that rust in peace in the grave yards behind Repair Shops

THEY stand in a pathetic group, with weeds poking through their wheels and puddles of dirty rain-water on their broken running boards. You've seen them many times, those cars that have made their last trip. Has it ever occurred to you that most of them are casualties in the endless war that is waged in a motor between deadly heat and friction—and motor-oil?

The way your motor operates today depends on how well its motor-oil fought heat and friction yesterday—and last week—and a month ago.

Why many motor-oils fail

When a motor-oil goes into action it is no longer the cool, gleaming liquid that you see poured into your crankcase. Only a thin film of the oil actually holds the fighting line. This film covers all the vital parts of the motor and comes between all the whirling, flying metal surfaces. As long as that protective film remains unbroken, the motor is safeguarded from destructive heat and friction.

But the oil-film itself is subjected to terrific punishment. It must withstand the bitter lash of searing, scorching heat—and tearing, grinding friction.

Far too often ordinary motor-oil fails. The film, under that two-fold punishment, breaks

and burns. Through the broken, shattered film vital parts of the motor are exposed. Hot, unprotected surfaces chafe against each other. Withering heat attacks the raw metal. Insidious friction begins its work of destruction.

Then, before you even know your motor-oil has lost its fight, you have a seized piston, a scored cylinder or a burned-out bearing. And you find

yourself paying big bills to the mechanic who repairs the damage.

The "film of protection" that does not fail

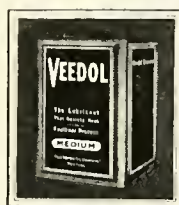
Because the whole secret of correct motor lubrication lies in the protective oil-film, Tide Water technologists spent years in studying not oils alone but oil-film. They made hundreds and hundreds of laboratory experiments and road tests. Finally they perfected, in Veedol, an oil that offers the utmost resistance to deadly heat and friction. An oil which gives the "film of protection"—thin as tissue, smooth as silk, tough as steel.

In fast increasing thousands, car owners are learning that the Veedol "film of protection" is a motor's most zealous defender. Stop, today, at the first orange and black Veedol sign and have your crankcase drained and refilled with the correct Veedol oil for your particular motor; this is designated on a chart, the Veedol Motor Protection Guide, which the dealer has. Or, better still, let the dealer give you complete Veedol lubrication—the "film of protection" for every part of your car.

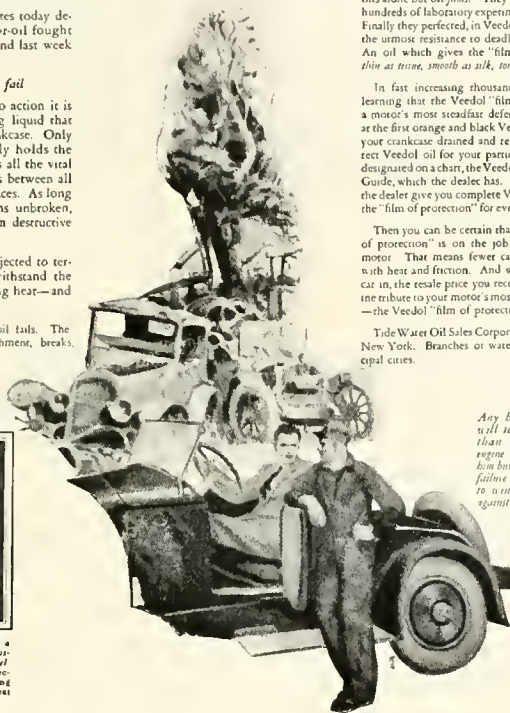
Then you can be certain that the fighting "film of protection" is on the job safeguarding your motor. That means fewer casualties in the war with heat and friction. And when you turn your car in, the resale price you receive will be a genuine tribute to your motor's most steadfast defender—the Veedol "film of protection."

Tide Water Oil Sales Corporation, 11 Broadway, New York. Branches or warehouses in all principal cities.

Any honest repairman will tell you that more than 75% of all the engine repairs that keep him busy are caused by the failure of some motor-oil to win its mortal fight against friction and heat.



Veedol in your motor forms a "film of protection"—thin as tissue, smooth as silk, tough as steel. Why not put the "film of protection" on the job safeguarding your motor against deadly heat and friction?



An advertisement prepared for the Tide Water Oil Sales Corporation

Facts need never be dull

The man in the street isn't interested in the life of Shelley. But call it "Ariel", write it as a love story and you have—a best seller.

The man in the street doesn't give a thought to bacteriologists. But call them "Microbe Hunters", make them adventurers, and you have—a best seller.

The man in the street doesn't care about biology. But call it "Why We Behave Like Human Beings", write

it in the liveliest newspaper fashion, and you have—a best seller.

The man in the car doesn't think about motor oil. But call it the "Film of Protection", write it as a war story, and you have—a best seller.

We shall be glad to send interested executives several notable examples of advertising that has lifted difficult subjects out of the welter of mediocrity.

Joseph Richards Company, 253 Park Avenue, New York City.

RICHARDS , , , , *Facts First—then Advertising*

Transportation makes the Indianapolis Radius unique among American markets

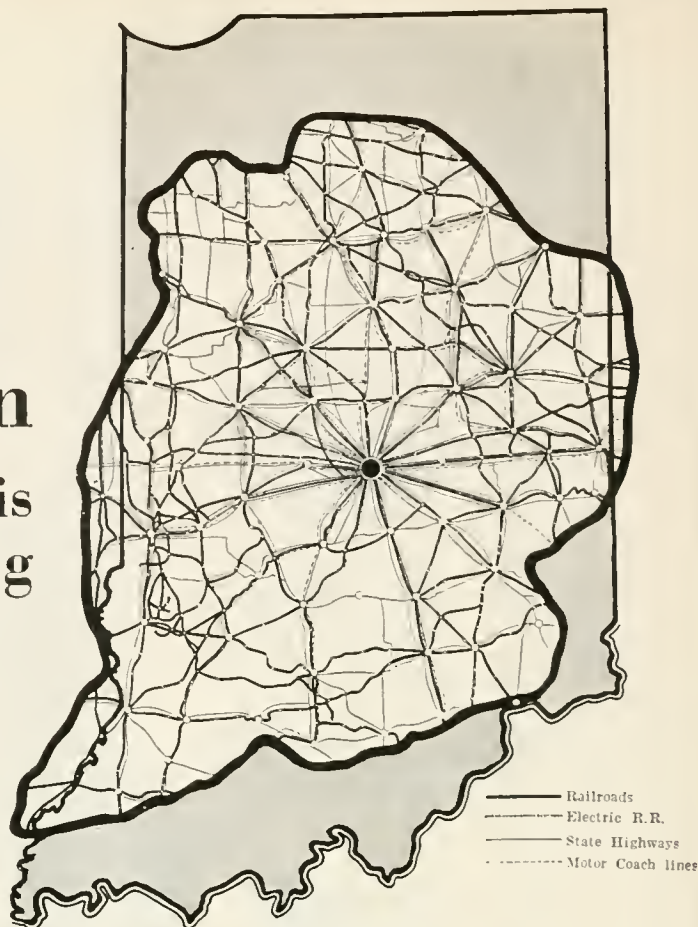
ANDERSON (33,521), thirty-four miles from Indianapolis, is only fifty minutes from the retail shopping district *by the clock*.

Salesmen traveling the Indianapolis Radius are able to make *twice* the national average of calls per day with ease.

Indianapolis jobbers, making full use of the unsurpassed service facilities of this remarkable transportation system, dominate the Indianapolis Radius to a degree that is unique for a market of this size.

1,992,713 persons live in The Indianapolis Radius. They are so closely bound together by this spiderweb of railroads, electric railways, motor coach lines and state arterial highways that there is practically no dividing line between urban and rural populations—*for the merchandiser*.

Capitalizing this remarkable transportation system. The Indianapolis News renders a suburban and country circ-



lation service that is a model for all evening newspapers in America—an intensive suburban coverage by private motor delivery that is without a parallel.

What do these things mean to a national advertiser?

Simply that distribution is more easily won and held in the Indianapolis Radius than in any comparable market in America.

And, because of the unique dominance of Indiana's greatest newspaper and most powerful advertising medium, this rich market can be merchandised at surprisingly low cost.

Rich rewards await the merchandiser who appreciates the unique opportunities of this market and goes after them.

THE INDIANAPOLIS NEWS

New York, DAN A. CARROLL
110 East 42nd Street

FRANK T. CARROLL, Advertising Director

Chicago, J. E. LUTZ
The Tower Building

Page 5—The News Digest

Association of National Advertisers

Held their semi-annual meeting at Chicago on May 10, 11 and 12. Among the speakers were Marco Morrow, assistant publisher, Capper Publications; Horace C. Klein, publisher, *St. Paul Farmer*; and G. Lynn Sumner, president, G. Lynn Sumner Company. The following resolution was passed by the meeting: Resolved, That the Association of National Advertisers goes on record as being unalterably opposed to any method of circulation getting which has for its prime object the production of mere quantity circulation. The Association is opposed to many practices which have crept into the publication field and which are inimical to the interests not only of advertisers but of the publishers themselves. It urges its members thoroughly to study the circulation methods of any proposed medium as shown in reports available, and to support those publishers who will do everything in their power to eliminate circulation abuses.

Donald M. Crossman

Has resigned as advertising manager of the Niles Bement Pond Company.

G. J. Johnson

Formerly engaged in direct to the consumer advertising in Detroit, has joined the Oliver M. Byerly Advertising Agency, Cleveland.

E. P. Remington Advertising Agency, Inc.

Buffalo, N. Y., will direct advertising for the Harrison Granite Company, New York.

Joshua B. Powers

Announces that he has opened offices at 250 Park Avenue, New York, as exclusive North American advertising representative for *La Prensa*, of Buenos Aires.

William A. Schreyer

Succeeds F. M. Tibbits on May 17 as business manager of the *Dairymen's League News*.

W. C. Roux

Has resigned as assistant to the advertising manager of L. Bamberger & Company, Newark, and joined the Joseph E. Hanson Company, Inc., same city.

O. S. Tyson and Company, Inc.

New York, will direct advertising for the American Foundry Equipment Company, Mishawaka, Ind., of a new device which they have added to their line.



The Thumbnail Business Review

By Floyd W. Parsons

THE British situation is not one that can be remedied easily or quickly. The mine owners in adhering to the customs of yesterday have refused to substitute machines for men in the mines. Therefore, it is not a matter of wages or hours, but rather a question of modernizing coal mining in England and Scotland. To correct this condition merely by negotiation will be a remarkable achievement. We have not seen the end of the British trouble. Subsidies are only palliatives and poor ones at that.

Business conditions in the United States are mixed, if one may so express it. The end of the downward trend of commodity prices is not yet in sight. The wholesale price index of the Department of Labor is now nearly 10 points below the level of a year ago. Farm products are down most, clothing materials next, and fuels and chemicals least of all. This declining tendency of commodity prices has accentuated hand-to-mouth buying.

April has brought an increased demand for iron and steel products. This is important if it is more than a temporary change. Railroads are buying more equipment, and the April production of automobiles was 2 per cent ahead of last year and 10 per cent above the three-year average. It must be remembered, however, that prices are lower than last year and the same amount of money will purchase a larger number of units.

Leading bankers insist that we will not witness an industrial depression this year and that the business adjustment will go on without any serious reaction in trade. It should not be overlooked, however, that April records in a number of important industries appear to indicate a definite downward trend in manufactures.

Wells Advertising Agency, Inc.

Boston, has been appointed to direct advertising for Live Leather Products, Inc., Cambridge, Mass., manufacturers of Live Leather Belts and Garters.

The Blackman Company, Inc.

New York, has been appointed to direct advertising for the National Gypsum Company, Buffalo, N. Y.

E. M. Swasey

Vice-president of the *American Weekly*, New York, has moved to Los Angeles, where he will represent the *American Weekly* on the Pacific Coast.

George Hearst

Oldest son of William Randolph Hearst, has been elected president of the New York American, Inc., publishers of the *New York American*. He succeeds Joseph A. Moore, who has been recently elected chairman of the board of the Butterick Company.

Thomas P. Comerford

Director of publicity for the Namm store, has been elected as president of the Advertising Club of the Brooklyn Chamber of Commerce. Jack G. Lloyd was elected vice-president. Charles F. Wark, retiring president; Charles B. Royce, Frederick G. Lutz, Harry Clark and Frank E. Morrison were elected to the executive committee.

"The Fourth Estate"

A weekly journal devoted to news about newspapers and writers, has been sold to a syndicate of newspapermen. Walter Sammis is editor of the reorganized publication; H. M. Newman and Fred J. Runde are the new publisher and business manager, respectively. Ernest F. Birmingham was the former publisher.

Thomas E. Spence

Recently vice-president and general sales manager of the Electrolux Company, has been appointed general sales manager of the Coldak Corporation, New York, manufacturers of Coldak electric refrigerators, which a short time ago opened national executive and sales offices at 8 West Fortieth Street, New York.

R. H. Bethea

Has been appointed by The McLain-Simpers Organization, Philadelphia, as resident manager of the southern territory, with headquarters in the Chamber of Commerce Building, Greenville, S. C.

Thomas A. Edison, Inc.

Orange, N. J., announces the promotion of Arthur L. Walsh, advertising manager of the musical phonograph division, to manager of that division and vice-president of Thomas A. Edison, Inc.

[ADDITIONAL NEWS ON OTHER PAGES]



THE WOMAN PAYS? PERHAPS!

But when it comes to actual settlement in cash, every merchant knows it's the American business man who foots the nation's bills! The new fur coat—the new car—college expenses—the trip south—the latest radio—the winter's fuel—the housekeeping expenses—who is expected to pay for all these things?

He is an indulgent and proud parent—determined that his family shall have the best of everything. And, as a business man, too, he is equally proud of the product with which his name is identified. Whether at home or in business he is a spender who insists on quality first.

Over 218,000 of the most successful business men in America subscribe to Nation's Business. They regard it as the voice of American business. Over 54,000 are presidents of business organizations!

These men form one of the most notable groups in the world. As a class, they are probably the best dressed, the best living, and have the best cared for families in all the history of civilization.

Nation's Business is a magazine for seasoned men.

If you have something really good to sell, think of that!



MERLE THORPE, Editor

Published Monthly at Washington by the Chamber of Commerce of the United States.

Birmingham Is Your Market

Millions of Dollars

are pouring into Birmingham to be invested in
Real Estate and Buildings.

Thousands of People

are coming into Birmingham to build homes, to
follow their trades and occupations, to establish
themselves in new business and commercial enter-
prises—where opportunity is greater.

The News continues to be a constant, reliable
influence in the daily lives of Birmingham people

All Advertising Records
Smashed by April Volume
—1,688,810 Lines—

New peak figures in advertising were attained by
The News during the month just past. All previous
records in the history of Alabama newspapers were
topped by this amazing volume—1,688,810 lines.

Such a total could have been achieved only by a
newspaper of dominant circulation, bearing the full
confidence of its readers and carrying with it the
definite knowledge in the minds of all that it con-
stantly produced results for its advertisers at the
lowest cost per sale.

For five years October, 1920, was the record month
in the history of The News in point of advertising.
October, 1925, broke this long-standing record.
November, 1925, topped October, making another
new record, and now comes April, 1926, with a
greater volume of advertising than was published
in November, 1925.

Unprecedented prosperity in the Birmingham dis-
trict, coupled with an ever increasing dominance of
the newspaper field in Alabama, achieved this re-
markable result.

The Birmingham News possesses the full confi-
dence of readers and advertisers alike, or it could
not continually break its own records.

New High Water Mark
Net Paid for April
Daily 81,088
Sunday 93,822

New peak figures in both daily and Sunday net
paid circulation were attained by The News during
April, the average for the month topping all pre-
vious records.

The Birmingham News is sold solely on its merits
as a newspaper. It has achieved this magnificent
total circulation—approximately 48,000 daily and
51,000 Sunday, being concentrated under the head
of city circulation—by producing the best possible
newspaper for its thousands of readers to enjoy.

The best and most adequate news services that
money can buy, together with the cream of features
of all kinds, including all those things that interest
every member of the family, have enabled The
News over the years to maintain a steady and almost
uninterrupted growth and development. To have
built such a circulation is truly a gigantic task; to
have held its consistent dominance in the circulation
field has been truly an achievement. Only an ideal
of constant improvement and betterment could have
made it possible.

To Advertisers—The News Offers

Complete Effective Coverage
Permanent Prestige

True Reader Acceptance
Results—with Profits

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

National Representatives

KELLY-SMITH COMPANY

Marbridge Building
New York City

Waterman Building
Boston, Mass.

Atlantic Building
Philadelphia, Pa.

Tribune Tower
Chicago, Ill.

J. C. HARRIS, Jr., Atlanta



**"I Haven't Read THE HOUSE BEAUTIFUL
Five Years for Nothing... *And I Know
Just About What I Want, BUT...*"**

So writes one subscriber and in similar vein more than two thousand others each month asking our Home Builder's Service Bureau the how and why of home building and decorating. It is the service rendered these inquirers which gives The House Beautiful its commanding prestige in the home building class publication field. The House

Beautiful covers one subject thoroughly in each issue—and that subject is the same every month of the twelve — how to make a beautiful, livable home. The prestige and following of The House Beautiful means hard cash value to every advertiser. Interest in its pages is specific — response is interest of the genuine sort. Shall we send you all the facts?

Circulation 70,000 Net Paid (ABC)

Rebate-backed, Guaranteed

Plus liberal bonus for balance of this year

THE HOUSE BEAUTIFUL

8 Arlington Street

Boston, Massachusetts

A Member of the Class Group

Industrial Sales Methods

*can be as highly developed
as Production Methods*

INTENSIVE, highly efficient production methods are the accepted standard in American Industry today.

But intensive and efficient sales and distribution methods are by no means as universally well developed.

Waste, lost motion, unnecessary costs;—do these factors take their toll from your sales efforts? They needn't.

Effective sales and advertising methods can be developed to meet the present-day needs of industrial selling. Sound policies and concentration of effort in the worthwhile industrial markets, do produce results.

We know, because we have helped a representative group of manufacturers to solve their problems of present-day sales and advertising.

Every client of this agency has enjoyed a consistent steady growth in sales volume; several have made remarkable advances in a comparatively short time. We are quite content to be judged by results, the work we have done for others. Our present accounts are old, well established concerns; the average length of our association with them is five years, and this organization is not yet ten years old.

The details of what we have accomplished will indicate what we can do for you if you sell to the industrial markets.

You can have these details by asking, without incurring any obligation.

RUSSELL T. GRAY, Inc.

Advertising Engineers
Peoples Life Building
CHICAGO

Telephone Central 7750



Please do not send for
this book unless you
sell to industry.

**Industrial
advertising
exclusively**

4

The First Vice President picked up two letters from his desk, fingered them a moment, looked thoughtful, handed them to his credit manager.

"What about these two houses?" he asked.

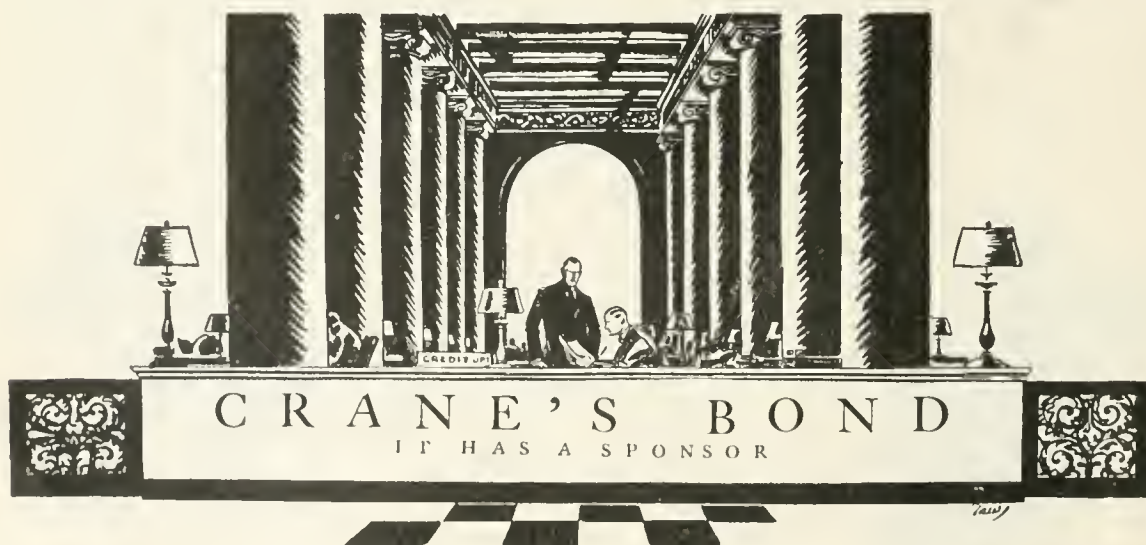
"As far as the matter of credit goes," replied the latter, "each offers perfectly sound collateral. But I must say that I got a more favorable impression of the first one than the second."

Nothing would have come of this incident, in all probability, if it had not been for the fact that the vice president was under the necessity of drawing the credit lines rather closely at this particular time.

* * * *

That is the interesting thing about such small details as the impression created by your letter paper. Lots of times they do not matter. At least, they do not seem to matter. But you can never be sure when they do and when they don't.

Crane & Company make Crane's Bond out of all new white rags for the use of financial and industrial corporations, and leading business houses which find that its dignity, fine quality and prestige are valuable assets. Because of its bright, clear color, its fine, even texture, its rugged strength, Crane's Bond is used for business stationery, bank forms, drafts, letters of credit, plans, stocks, bonds, and insurance policies. Crane's Bond is distributed all over the United States. The next time you need stationery, checks, invoices, ask for estimates and sample sheets of Crane's Bond No. 29.



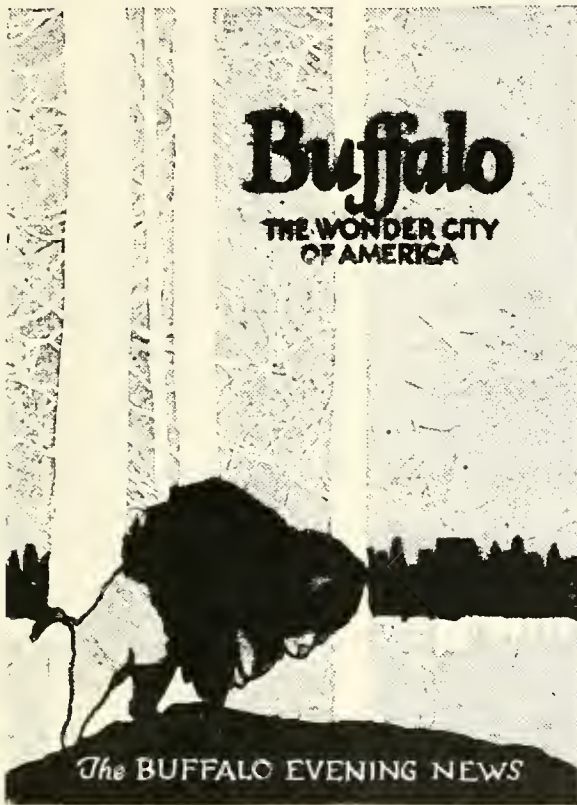
CRANE & COMPANY, INC. DALTON, MASSACHUSETTS

Buffalo the Wonder City of America

"The growth of Buffalo within the next 15 years will be the outstanding feature of municipal development in America."

—W. R. Hopkins, City Manager, Cleveland, O.

This Book is of Importance to National Advertisers



A NEW book on the Buffalo market detailing many facts of major interest to advertisers has just been published.

National advertisers will find much of importance in this book on Buffalo. In addition to an outline of this rapidly growing market, it contains much detailed information as to wholesale and retail outlets.

Copies have been mailed to many advertisers and advertising agencies. Others interested may receive a copy upon request.

Cover the Buffalo Market with the

BUFFALO EVENING NEWS

A. B. C. Sept. 30, 1925
128,502

EDWARD H. BUTLER, Editor and Publisher
KELLY-SMITH CO., National Representatives

Present Average Over
140,000

Marbridge Bldg., New York
Waterman Bldg., Boston

Tribune Tower, Chicago
Atlantic Bldg., Philadelphia

What we owe to 35 years



VARIOUS criticisms might be leveled at age in an advertising agency.

The adjectives *conservative*, *solid*, *substantial*, are frequently applied; not without the idea that they may carry some such quiet implication as old-fashioned, stodgy, and complacent.

But age confers certain benefits upon an organization.

Every day our people hear of some newer agency struggling with a problem that we mastered years ago—just when, we have forgotten; just how, we might find it difficult to specify; except that today what is an unsolved difficulty with some is smooth-running routine with us.

Perhaps two of the weightiest problems that any agency has to consider are the twin creative problems of copy and art.

On our staff at the present time are some five art directors. Years ago, when our volume of business required the services of more than one art director, we were somewhat perplexed over the question of finding art director number two.

It is possible and often

practicable to hire capable art direction, but three of our art directors were developed within our own organization.

Then there is the problem of developing and managing a group of able copy writers. It is a matter of pride with us that our present staff is mainly composed of men and women who, although cutting their literary eye-teeth elsewhere, have matured largely since they came with us.

Quite recently, published announcements appeared, stating that all the Colgate advertising would hereafter be directed by us. Within the fortnight we were bombarded with letters and telephone calls from copy men seeking employment on the strength of the news. This would have seemed surprising to us if the same thing had not happened many times before when other large advertisers had engaged us. It is difficult to realize that there is any widespread practice of employing new people to serve new busi-

ness. It was many years ago that we decried the practice of selling service short.

Perhaps the kindest thing that was ever said about George Batten Company was that its work constantly improved because of a "noble dissatisfaction." Not the dissatisfaction that manifests itself occasionally in a tea-cup revolution, but the sane, healthy dissatisfaction that is the saving grace of every democratic organization—dissatisfaction with the idea that the way we did things last year was the best way—or the only way.

And this attitude among our men is one of the reasons why we have found it possible to expand along with our clientele with very little necessity for seeking major strength outside our own organization.

As a more sagacious Father William might have remarked to the young man, "in thirty-five years we have learned not to stand on our heads."

GEORGE BATTEN COMPANY, Inc.

Advertising



The Only Kind of Advertisement That is Ever Read

The only advertisement that is read is the advertisement that is *seen*.

No doubt you have had the uncomfortable experience of looking through a 36 or 40 page newspaper two or three times before you could find your own advertisement. And you have wondered, with a distressed feeling in the vicinity of your pocketbook, how many thousands of the readers of that newspaper haven't seen the page upon which your advertisement was printed, and how many thousands more have given it only a hasty glance.

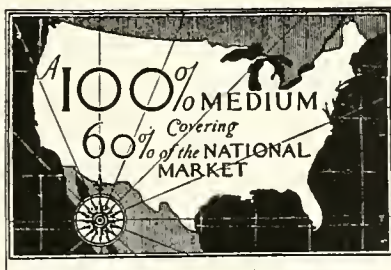
The city man sees advertising all day long, every day in the week. No matter which way he turns, somebody is trying to sell him something.

The small town and rural citizen sees little advertising. If he is a farmer, all the advertising he sees is in the few publications which come into his home. And of these publications, The Country Newspaper is the one which receives the most careful reading. No other publication on earth is read so thoroughly, ads and all, by every member of every family to which it goes. And, as it contains only a few pages, not an advertisement is missed.

For 100% reader attention, and reader interest, advertise in The Country Newspaper. Severally, these papers are small; as a mass they cover the country districts, the little towns and villages, completely and thoroughly.

Buy The Country Newspaper as ONE medium, for that is what it is. Buy as much of its circulation as you need—9½ million covering the whole country, or smaller units covering such States, zones or sections as your selling problems may make advisable.

The country newspapers represented by the American Press Association present the only intensive coverage of the largest single population group in the United States—the only 100% coverage of 60% of the entire National Market.



Country newspapers can be selected individually or in any combination; in any market, group of states, counties, or towns. This plan of buying fits in with the program of Governmental Simplification, designed to eliminate waste.

AMERICAN PRESS ASSOCIATION

Represents 7,213 Country newspapers—47½ Million Readers

Covers the COUNTRY Intensively

225 West 39th Street

New York City

122 So. Michigan Avenue
CHICAGO

68 West Adams Avenue
DETROIT

Will you allow great retailers marketing success

*How they have analyzed the market—
how they concentrate their advertising
on a 12-mile area • •*

TRULY Boston seems to be a fruitful field for national advertising. And it is. The existence in Boston of some of the greatest retail stores in the United States proves this. Their business volume, their lists of charge accounts are additional proof.

Because so many national campaigns felt disappointment with results in Boston, whereas Boston retailers experienced no such difficulty, the Globe decided to investigate the Boston market.

A seeming 30-mile trading radius— really 12 miles

And the Globe found that the chief difference in principle between most national campaigns coming into Boston, and Boston retail advertising, lay in the conception of the Boston market.

The secret lies in separating the real Boston buying population from the population that merely lives near Boston.

The Globe investigated parcel deliveries of great Boston stores. And it learned that 74% of these parcels go to homes *within 12 miles*.

The Globe obtained from a leading department store an analysis of the location of its charge accounts. It learned that 64% of these are *within 12 miles*.

Then the Globe analyzed retail outlets in all leading fields. Numerically these outlets show a majority within the 12-mile area. In actual business volume this strength is greater than it seems because these stores within the 12-mile area are the bellwether stores—biggest in volume—real leaders.

How the Globe parallels this new trading area

Within this newly-defined trading area the Sunday Globe offers the largest circulation of any newspaper in Boston, and its daily circulation is even greater than on Sunday. That is why in 1925 Boston department stores placed the daily Globe first on their list, and in the Sunday Globe used *as much space as in the three other Sunday papers combined*.

The Globe sells Boston—the Key trading area of 12 miles—1,700,000 people whose per capita wealth is nearly \$2000. It commands the liking of these people through editorial merit. It interests women through the oldest woman's page in America. It interests men through its full treatment of sports. It is politically and religiously nonpartisan.

Sell the Key trading area through the Globe

The Globe covers the 12-mile trading area more intensely than any other Boston paper. That 12-mile area is Boston's Key market. Retail sales prove it; density of population and per capita buying power prove it.

Study the map at the right. See how the Globe leads in the key market. Note the figures on distributing outlets. Then buy the Globe *first* in Boston.

TOTAL NET PAID CIRCULATION IS

279,461 Daily

326,532 Sunday

It is pretty generally true in all cities with large suburban population that, *in the metropolitan area*, when the Sunday circulation is practically the same or greater than the daily circulation, there is proof of a real seven-day reader interest with a minimum of casual readers of the commuting type.

to show you the way to in Boston?



In the Area A and B, Boston's 12-mile Trading Area, are

64% of department store charge accounts
74% of all department store package deliveries
61% of all grocery stores
57% of all drug stores

60% of all hardware stores
57% of all dry goods stores
55% of all furniture stores
46% of all automobile dealers and garages

Here the Sunday Globe delivers 34,367 more copies than the next Boston Sunday newspaper. The Globe concentrates—199,392 daily—176,479 Sunday

The Boston Globe

The Globe sells Boston

NEW YORK TIMES, MONDAY, APRIL 26.

HAILES BETTER HOMES WEEK.

Hoover Calls for National Effort to Raise the Standards.

WASHINGTON, April 25.—In making final announcement of the opening of Better Homes Week, April 25 to May 1, which is to be observed in more than 3,000 communities within the United States, Secretary Hoover, who is President of Better Homes in America, says:

"More than 3,000 local committees have engaged in Better Homes campaigns for their communities this year. We expect that the men, women and children of America will take full advantage of their work and that as a result we shall make a definite advance in the standards and ideals of our housing and home life."

"The local demonstration houses exhibited each year are improving in architectural qualities. Construction is being made more economical, the interior arrangement more livable, the equipment better adapted to well-ordered housekeeping, and the decoration and furnishing more attractive."

"The Better Homes Committees are making good in developing the practical art of home making, and in adapting the products of modern industry and the results of research to the individual needs of families in their communities. Their exhibits and lectures reach millions who are striving to improve their homes."

"Most of the programs emphasize better housing and a finer type of home life as one of the first aims of individual effort and of community life. The welfare of the home and its surroundings deserve greater recognition in the conduct of municipal affairs and in the activities of business. These are matters in which every individual and organization has opportunity to make a definite contribution to the welfare of his community and to the nation as well."

The
Delineator
founded
The Better Homes
Movement
-1921

A Magazine of
Planned Service ~

A Record of Accomplished Service

1907-1910

The *Delineator* promoted a child-rescue campaign and found homes for 21,000 children.

1916-1917

The *Delineator* launched the "Save-the-Seventh-Baby" campaign, the good results of which are still in evidence.

1916

The *Delineator* developed the Junior Red Cross, which in 1917 was made a national organization.

1918

The *Delineator* adopted Landres et St. Georges, adjoining Argonne Cemetery, where 37,000 American soldiers sleep.

1919

The Editor of *The Delineator* conducted a campaign for the benefit of Madame Marie Curie, the discoverer of radium. \$110,000 worth of radium was purchased and a life-long pension of \$2500 a year was provided for Madame Curie.

1921

The *Delineator* founded and financed the Better Homes in America movement, which grew into a public service organization with Herbert Hoover as president and Dr. James Ford of Harvard University as director.

1922

The late Dr. L. Emmett Holt organized a child health educational department in *The Delineator*, assisted by several of the greatest American child specialists.

1925-1926

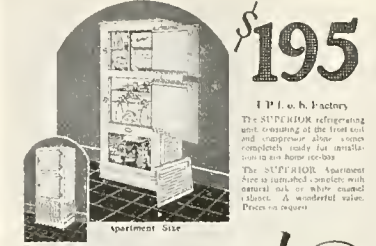
At the request of *The Delineator* the officers of the American Medical Association recently called the first conference in the world to consider the relation of weight to health in adults. Articles by leading authorities on the subject are now running in *The Delineator*.

The DELINEATOR

Advertising & Selling

VOLUME SEVEN—NUMBER TWO

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\$195

They buy such VALUE!

THE value of a new refrigerator does not lie in the value that you want to sell them. People who buy only after careful scrutiny and comparison, buy 21 PERIOR Electric Refrigerators, because they find in it the kind of value that satisfies their judgment.

You can sell SUPERIOR with a *reference* because of what it is and what customers will have added confidence in you after they have used SUPERIOR. Such features as strong air circulation of great value, largest capacity, absolute sanitation, improved compressor design, unusual refrigerating ability and low price.

It is no far-fetched statement.

SUPERIOR REFRIGERATION, Inc.
LEWIS, OHIO

Superior ELECTRIC REFRIGERATION

FEW of the industries of today have open to them such a wide and promising field for development as that which lies before the manufacturers of "iceless" refrigerators. It is a field which has been assiduously cultivated and built up by a few pioneering concerns until today it offers a golden promise to new firms, attracting many which before might have scorned it. H. A. Haring has written an article in this issue of **ADVERTISING & SELLING**, describing some of the problems that this field presents to the newcomer and to the oldtimer as well. It is the sort of constructive business article which this publication likes to present to its readers, and the editors hereby recommend that you read "Growing Pains of a Giant Industry."

M. C. ROBBINS, PRESIDENT

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

NEW YORK:
F. K. KRETSCHMAR
CHESTER L. RICE

SAN FRANCISCO:
W. A. DOUGLASS, 320 Market St.
Garfield 2444

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:
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Mandeville, Louisiana

CLEVELAND:
A. E. LINDQUIST
405 Sweetland Bldg.; Superior 1817

LONDON:
66 and 67 Shoe Lane, E. C. 4d
Telephone Holborn 1900

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Member Audit Bureau of Circulations and Associated Business Papers, Inc.

Copyright, 1926

One of nature's most helpful gifts to womankind

*Have you used it? Do you know
how other women are using it to
their daily advantage?*

FROM the hot, stifling desert
counters of Death Valley shut in
among the mountains of South-
ern California there comes to mil-
lions of American homes—perhaps to
yours—a pure white crystal. A
crystal that performs a magic service
in countless ways that make for
easier and more efficient household
work—cleansing, sterilizing and pur-
ifying wherever it is used. Such is
Borax. The only product of its kind
in the world.

From grandmother's time
Borax has had a place in
the American home. And
today it is rendering a
service so broad and so
varied that it has actually
become the magic crystal
of the home.

What Borax does in the laundry

First let us tell you about
its chemical action in water.
It actually softens water.
Gives much freer action to
whatever kind of soap is
used. By neutralizing cer-
tain mineral elements in
practically all water, Borax allows
the soap to do its work better, and
so tends to prevent the formation of
that greivous slime, often found on
the surface of the laundry water or
the sides of the tubs.

Due to its action as a water soft-
ener and solvent, Borax makes pos-
sible a really thorough rinsing which
protects the fabrics from harmful
substances which may otherwise
cling to them. Then, too, Borax is a
sterilizing agent. It not only makes

the laundries come out cleaner look-
ing, but it actually is cleaner—steril-
ized by the Borax.
Used with colored fabrics Borax
not only does not fade colors, it
actually brightens them.

For washing dishes, china and glassware

In dishwashing Borax has exactly the
same action with soap and water as in
laundry work. The washing work is
easier and more effective. You will de-
tect an extra softness in the
water. A freer rinsing of the
soap. Your cooking utensils
will smell clean, your glass-
ware sparkle and your china
take on a new luster.

A hour for general housecleaning

With plain soap and water
lots of rubbing is needed to
remove the film of dirt and
grime that always collects
on the bath tub, wash bowls,
or the kitchen sink. Borax
cleans them by generally
and quickly. The finest por-
celain cannot be scratched
or injured by the use of Borax be-
cause it has no abrasive action on
the enamel.

For cleaning the refrigerator use a
strong solution of Borax regularly,
and your ice box will be sweet and
clean as never before.

THE action of Borax
sterilizes dishes—
makes them real clean.



When at regular periods it is time to
get into those dark corners and
crevices of cupboards and closets
where dirt somehow just always does
collect, plenty of Borax in the water
will rid them of germs and dirt,
and you will have the comfort of
knowing that they have had a
thorough sanitary cleaning.

What about Borax and the hands?

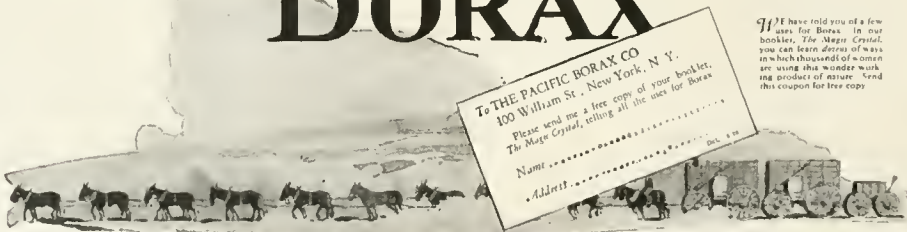
Every woman is deeply concerned
about the condition of her hands after
so much washing and cleaning work.
The truly remarkable thing about

Borax is that its use overcomes the
harmful effects on the hands of the
free caustic of soap—a most im-
portant reason for using Borax. Borax is
an antiseptic, non-caustic and in no
way injurious.

Twenty Mule Team Borax is on
sale at grocery, drug and department
stores. Directions for its use are on
the package.

If for certain uses you prefer Borax and
soap combined in one product you can
secure this combination in Twenty
Mule Team Borax-Soap Chips. They
are especially recommended for lau-
ndering and dishwashing, whether
done by hand or by washing machine,
and are equally satisfactory for gen-
eral household use. Write us if your
grocer doesn't carry them.

Twenty mule team BORAX



To THE PACIFIC BORAX CO.
100 William St., New York, N. Y.
Please send me a free copy of your booklet,
"The Magic Crystal," telling all the uses for Borax.
Name
Address
Date

If I have told you of a few
uses for Borax, in our
booklet, "The Magic Crystal,"
you can learn dozens of ways
in which thousands of women
are using this wonder work-
ing product of nature. Send
this coupon for free copy.



The Pacific Coast Borax Company is resuming
national advertising in a campaign which starts
in current issues of leading women's magazines.
This new advertising for the famous "Twenty
Mule Team" Borax is being handled by The
McCann Company.

THE H. K. McCANN COMPANY

Advertising

NEW YORK
CHICAGO

CLEVELAND
LOS ANGELES

SAN FRANCISCO
MONTREAL

DENVER
TORONTO

MAY 19, 1926

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

Contributing Editors: EARNEST ELMO CALKINS ROBERT R. UPDEGRAFF MARSH K. POWERS
CHARLES AUSTIN BATES FLOYD W. PARSONS KENNETH M. GOODE G. LYNN SUMNER
R. BIGELOW LOCKWOOD JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

Growing Pains of a Giant Industry

And Some Warning Notes to Manufacturers Who Are Thinking of
Rushing Post-Haste Into the Making of Electrical Refrigerators

By H. A. Haring

DURING the past winter investors have been flooded with circulars from banking houses which give glowing accounts of the fortunes to be made through purchase of shares in electric refrigeration companies. Much that they claim is true. Yet it may be wise to recall the fact that the pioneer in this field, The Kelvinator Company, has been for twenty years struggling to circumvent the inherent difficulties of "iceless" refrigeration." For more years than that number they have been marketing electric refrigerating machines, but under conditions that limited their availability to the wealthy and those so located that a competent man was within reach for repairs.

Only within four years has electric refrigeration become available at a moderate price — \$200-\$250 — and only within this brief period has commercial development of the new device been possible. Within one year



Courtesy Servel Corporation

ALTHOUGH one company has been struggling in the field for twenty years, it is only quite recently that electric refrigeration has become available at a moderate price. Since then, however, this infant prodigy of the commercial world has been attracting promoters in wholesale numbers, many of them knowing little of the problems they are up against in this attractive field

fully a score of concerns have been launched to manufacture and market "iceless" refrigerators of one type or another; probably twice that many more are preparing to enter the field.

This infant industry, with its alluring markets, has been more attractive to promoters and bankers than radio, another infant prodigy of the commercial world. Refrigeration has "snubbed the nose" of the rival infant, chiefly because it has appealed to promoters as one stage nearer to a necessity. Refrigeration is a household appliance, while radio, in a sense, is for entertainment. Of even greater significance is the fact that many manufacturers, seeking to round out a line of seasonal nature and who for that purpose have contemplated radio, have flopped to refrigeration, even after two or three years of experimentation. Electric refrigeration has appealed more powerfully to the imagination; for marketing, it has the in-

finite charm of being a "woman's appeal"; it seems less risky than radio, particularly in view of the decimation of radio makers, in a single year, through bankruptcy.

Despite all its Florida glamour, electric refrigeration will probably score in 1926 the second, and the last, year of bonanza profits. Thereafter prices will tumble, and at once will be precipitated the scramble to determine which is fittest to live. Somewhat the same thing is about to be repeated that occurred with automobiles: hardly a city east of the Rockies has not had its automobile factory, ambitiously organized but gone now with memory only of blasted hopes, the reason being, not that good automobiles could not be manufactured but that they could not be profitably sold.

For the salesman, electric refrigeration opens up a world of opportunities. Arguments are easy when the customer is eager to possess an equipment with so many virtues of convenience and sanitation. Pressure is matched against this eagerness, the order is booked; the salesman turns in the cash-down payment to his employer, collects his selling commission, and rushes for a new customer.

For the dealer, who employs him, the selling process has only begun. The new device must be kept sold throughout the dragging months of deferred payments, often for a year beyond.

Troubles begin with delivery. For the electric refrigerator is not delivered, as was the old ice-box, merely by setting it off at the purchaser's doorsill. The new equipment must be installed and demonstrated in working order. Only a few models of the cabinet itself can be shifted about the house at will; many must be fixed in some exact spot; the piping must often be carried to the basement, where also is set up the motor-compressor unit. Connection must be made with the electric wire.

In common with all mechanical contrivances, trouble will be incident with owning and operating an electric refrigerator. The ordinary woman does not want to fool with anything mechanical, be the instruction sheet ever so simple. She—and her husband is just as bad—drives the automobile to a garage for cleaning a spark plug, even for pouring oil into the motor. When the compressor of the refrigerator "goes dead" or when "the little ice cubes

won't freeze," it is to the dealer that the telephone call comes; and although the serviceman, when he gets to the home, finds his job one of instruction rather than of repairing, the item of cost to the dealer is an offset to his apparent profits in the sale. At such times as real servicing is required, the housewife will be aghast when she sees a man in begrimed overalls with a kit of tools who, no doubt, after arriving, will sit around and wait two hours while a helper goes to "the shop" for a bit of copper pipe.

Of the tens of thousands of electric refrigerators installed during 1925, many were repossessed by the dealers (and ultimately the makers) for manufacturing defects. Weaknesses, not apparent in the laboratory, developed under conditions of use. This experience came to the four or five pioneer makers; new entrants into the business must expect that their first season's early earnings will diminish through "allowances for unusual servicing" and for "re-putting machines through the factory."

In the end, as one factor in the arrival of the fit, those makes will endure for which servicing proves

[CONTINUED ON PAGE 52]

Naming Things

By Earnest Elmo Calkins

THERE is a legend that God brought all the animals, one by one, to Adam and that he named them.

Some skeptics said, "That was nothing; of course he could tell what the names were by looking at them. Any one could see that an elephant was an elephant." Which of course was but another way of saying that after a while a name becomes a part of the thing named and acquires its own individuality and seems to be the only name for it.

What a pity that advertising men cannot take a fig-leaf out of Adam's book and name the things they are asked to name as appropriately as Adam named the elephant. Is it not surprising that Arthur Brisbane, who never seems to lack a felicitous word, could think of nothing better to call his magnificently upspringing tower at Park Avenue and Fifty-seventh Street than "Ritz"? But real estate men appear to be conspicuously lacking in imagination. Take those Florida developments, for instance. A number of them simply appropriated well-known California names,

no doubt flattering themselves on their shrewdness in calling their enterprises "Hollywood" or "Pasadena" when, on the contrary, they were simply giving evidence of colossal stupidity and laying the foundation for endless confusion.

It is evident that the reaction against coined names for advertising products has set in because it was being carried to the limits of absurdity. There seems to be a doubt as to whether a coined name is really so potent as was thought when the idea was new, and Uneeda and Kodak were in their prime. I think the unprejudiced terminologist will agree that Squibbs Dental Cream, as a name, ranks higher than Ipana, or Iodenta or Pebecco. That Murphy's Brushing Lacquer sounds better than Apex, or is it Opex? That Heinz Tomato Ketchup is more self-respecting than Jello and that all have this one quality in common—the common name of the article connected with its manufacturer's requires the latter when it is mentioned, while the coined name can always be separated from the business and acquires a kind of character of its own, as the manufacturers of Pianola and Kodak have learned to their cost.

Thumb-Tacks Do Not Make Product Outlets

By W. R. Hotchkin

MOST salesmen look upon their thickly tacked distribution maps with large chortles of joy. With their heels on the glass tops of their mahogany desks, and amid large clouds of pungent smoke from their Havana perfectos or imperials, they lean back in their chairs to indulge the pipe-dream of a job well done, because the map on the wall now looks like a sheet of sticky fly-paper on a humid August afternoon. In no part of the dream-picture is there any suggestion that those multitudinous thumb-tacks are largely tombstones that mark the spots where salesmen need not go again, until the store's present ample stocks of the manufacturer's goods are sold to consumers. Nowhere in that beautiful dream is there any realization that half of those thumb-tacks inevitably mark the locations of stores that are stuck with goods that are glued down in shelves and stock-rooms as hopelessly as the flies on the grocer's sticky paper. That rosy dream shows no darkened shadow at the point where a dealer is stuck, and a manufacturer's outlet is plugged up tight—perhaps for all time.

Now let's get down to brass tacks and make a blackboard demonstration of this rarely solved problem of the fight for bigger sales volume. Let's forget superstitions, old methods and conventions—let's cast out foolish sentimentality and mawkish sympathy for thin-skinned old-fogyism—and let's solve this most vital problem faced by manufacturers with the cold mathematics of Euclid. The people of the United States contribute upwards of a billion dollars a year to charity; so why should manufacturers contribute other billions of dollars in lost sales, just to be good sports, and follow old methods and musty traditions?

Let's smash that old bogey about the saturation point for any commodity—for there is no such thing.

Come up to the blackboard and inspect these facts:



Hypothesis: Every manufacturer of wanted goods is capable of producing more of those goods than he is now selling, and would sell many more if people who could use them were only told about them in the proper manner and knew where to buy.

Theorem: Goods are not completely sold, when they are merely transferred to the shelves of a store, or local agency.

Facts about conditions of distribution and consumer selling:

Fact 1. You, Mr. Manufacturer, have the facilities or available capital to produce more goods than you are now able to sell?

Fact 2. There are thousands, perhaps millions of people, in the United States and other parts of the world, who would be glad to buy your goods, if they knew about them—saw them—were told about them—in their home stores.

Fact 3. Most of those people have plenty of money to buy your goods, if desire for possession were only created and stimulated.

Fact 4. The cost of selling continues wastefully high, year after year, because repeat sales are slow and constantly hard to make where the goods have sold slowly in the stores; and new stores must constantly be found to supply the orders that will replace those lost in stores that will not buy again.

Fact 5. The only way to lower the cost of selling is by establishing a condition whereby stores readily, and often without solicitation, send continuous repeat orders.

Fact 6. Such profitable repeat orders

from stores come only after general desire for the goods has been established and maintained among the people of those communities.

Now let us face some of the facts that most manufacturers, sales managers, and their advisers, either do not realize or refuse to face and admit, and over which they constantly try to ride rough-shod by the questionable force that is wastefully generated by large and costly general advertising:

Fact 7. Stores are not eleemosynary institutions for the financing of local publicity for opulent manufacturers.

Fact 8. The merchant tries to supply all goods in his lines that are called for by his customers; but he spends his own advertising money to exploit those goods on which he expects the largest volume of sales and profits.

Fact 9. No manufacturer has the right to demand that a local merchant shall spend his own money to exploit the manufacturer's goods in his community.

Fact 10. Only a small percentage of the salespeople, even in the best stores, will properly show, or can intelligently exploit, the goods that they have in their departments. Most salespeople show and sell only goods that customers know about and ask for.

Fact 11. Every retail store in which a manufacturer's goods are on sale is that manufacturer's local agency for his goods, for which he pays no overhead cost—no rent, no salaries of salespeople, no light, heat, wrapping, delivery, accounting—no collecting of money, or bad bills.

Fact 12. The increased sale of any goods in any store accomplishes all these highly valuable objects—

a. It establishes that goods as desirable to maintain always in full supply in the store's stocks.

b. It places that goods in that small but favored group which salespeople show first because it sells most easily and quickly.

c. It establishes confidence about the goods in customers' minds, because so many other people buy it.

d. It creates the best possible publicity for the goods either as one purchaser after another recommends what she buys to her friends, or her friends see that she buys and uses them.

Now any of the audience may go to the blackboard and erase any of the above stated facts which they can successfully controvert. But if

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The Art Directors Club Holds Its Fifth Annual Exhibit



Photographs—H. W. Scandlin for Hooven Owens Rentschler Company, Harry Varley, Inc., Medal.



Black and White Line—Bertrand Zadig for George H. Doran and Company, Medal.



Above—Black and White Illustration—F. R. Gruger for Freed-Eisemann Corporation, L. S. Goldsmith and Company, Medal.



At Left—Paintings and Drawings in Color—Still Life—Merritt Cutler for H. J. Heinz Company, Calkins & Holden, Inc., Medal.



Paintings and Drawings in Color—Figures—Henry Raleigh for Cheek-Neal Coffee Company. J. Walter Thompson Company, Inc., Medal.



THIS year's exhibit is the fifth that has been arranged by the Art Directors Club of New York City. Smaller canvases, the employment of more modern techniques and the appearance of new names on the list of awards are features of the exhibition which opened at the Art Center 65 East 56th Street, New York, on May 5 and will continue until May 29

MARQUETTE ENAMEL



Above—Decorative Design—E. A. Wilson for W. Va. Pulp and Paper Co. Rogers & Co., Medal.

At. Left—Paintings and Drawings in Color—Miscellaneous—E. A. Georgi for Rustling Wood, Inc. Calkins & Holden, Inc., Medal.

"How Much Will It Cost To Start A Direct-Selling Business?"

By Henry B. Flarsheim

Secretary, The Marx-Flarsheim Company, Cincinnati, Ohio

THE first question the manufacturer asks himself and his advisers when he considers going into direct selling is, "How much will it cost me to start?" But my experience has been that what he usually wants to say and what he usually thinks is, "How little will it cost me to start?" The trouble starts with this mental attitude, because the "piker age" in straight-line marketing is over. The companies which are making money in the field today are those which are operating on a big scale. Speaking broadly, and with due allowance for the exceptions to the rule, the big direct-selling company has the same advantages over its small rival that the grocery chain has over the corner grocer and the great manufacturing plant has over the attic factory. The laws of economics obstinately persist in applying themselves to straight-line marketing, and big volume means decreased overhead cost per unit—a lower proportionate cost for advertising and the prestige which goes with size and age.

I do not want to leave the impression that only the big, well-established, powerfully financed company can make a success in direct-selling. Every year concerns start with small beginnings and, as if by magic, develop big volume.

Generally speaking, however, the big concern, the well-financed concern has a tremendous advantage over the little fellow in the field of straight-line selling. His initial investment need not run into hundreds of thousands of dollars, but the resources must be waiting and ready

A Typical Budget Used by a Direct-Selling Company

Showing estimated sales, expenses and profits for first year's operations.

		Percentage of Gross Sales
GROSS SALES	\$450,000	100%
LESS 20% Commission to Salesmen \$90,000		
Bonus to producers	5,000	95,000 21.11
NET SALES	\$355,000	78.89
COST OF MERCHANDISE (supplied by parent organization at cost of labor and material, plus factory overhead. Returned goods can be resold)	\$210,000	46.73
COST OF SELLING:		
Advertising space	40,000	
Art work, engraving, etc.	2,500	
Selling outfits (furnished free on request)	40,000	
Preliminary work by agency (survey of market, preparation of selling outfit, office forms, record systems, literature, follow-up methods, etc.)	2,500	
	85,000	18.99
OPERATING EXPENSE:		
Executive's salary	\$5,200	
Other Salaries	6,000	
Office Rent	1,200	
Light, Heat and Phone	300	
Stationery, Postage, Circulars, etc.	19,500	
Shipping cartons and hauling	9,000	
Expense of handling unlifted and returned shipments	3,000	
Miscellaneous expenses: Insurance, Taxes, Depreciation, etc.	2,500	
	46,700	10.38
FACTOR OF SAFETY	5,000	1.11
	\$347,000	77.11
NET PROFIT	\$8,000	1.78

It is interesting to know that at the end of the year the books of this company—of the "mail-order" type—reflected the figures of the budget reproduced above with astonishing exactitude in most details

are familiar with the person who starts advertising without a clear idea of results to be achieved, or methods and cost of reaching the goal, because he regards all advertising as guess-work anyhow.

Advertising is not a "game." Nor is straight-line marketing. It's a business; with definite principles, specific perils, and perfectly obvious methods of achieving success—if one can only see them. Every move in the mail-order and direct-selling business can be charted in percentages. With the proper background of experience, the successful direct-seller can figure that out of a hundred, or a thousand, or ten thousand inquiries obtained, a certain definite percentage of initial orders will be received with a given product and proposition. A certain definite number of agents will quit after sending in one order. A certain number of agents will still be producing business after a month, six months, a year.

To enter direct-selling without knowing these "guide-posts" of percentage figures, expecting to "try out this game" by spending a few hundred or even a few thousand dol-

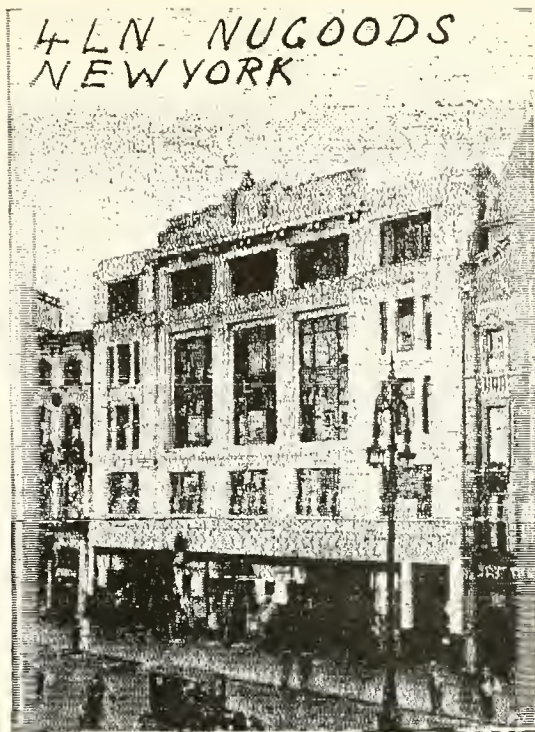
lars, is simply to invite the total loss of that investment. But even greater folly is to start a direct-selling business on guess-work, without a definite program of expenditure.

Just how a new firm lays the foundation of a successful business is illustrated by the budget which accompanies this paper. This budget proved, after the first year's business, to have been justified

to back up the business as it develops. Why do so many beginners in straight-line selling, even though they are supported by a strong financial structure, fail to establish permanent successes in the field? The reason is clear. Direct selling has, in the past, suffered just as advertising itself has suffered—from the attitude of mind summed up in the word "game." Readers of this paper

lars, is simply to invite the total loss of that investment. But even greater folly is to start a direct-selling business on guess-work, without a definite program of expenditure.

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THE first two commercial photographs to be sent to this country by the new process. Above, the Abraham & Straus London office; at left, Wanamaker's reproduction of the latest model Reboux hat

Trans-Atlantic Advertising Now Transmitted by Photoradio

By Frank Hough

IT would be platitudinous to reiterate that we are living in an age of mechanical wonders. Indeed, so common have the "wonders" become that the advent of a new invention, a revolutionary process, causes scarcely more than a momentary ripple on the hectic surface of American life. When it comes to inventions, we are the most blasé of the blasé; which is, perhaps, the reason that we accept them more readily than does any other nation.

On May 1 there was placed in operation by the Radio Corporation of America a new service: The trans-Atlantic transmission of photographs by radio. The Saturday evening newspapers of that date carried curious-appearing pictures of events which had taken place thousands of miles away within a day or two of the appearance of the pictures in

New York. A few odd-millions of persons noted, marvelled a moment or two at the wonder of it, and passed on. A grand "publicity stunt" was probably the first reaction of the general public, inured to present-day business methods. But they quickly realized it was more than that. Today, scarcely a week since, that service has become an accepted fact.

To those who are close to the radio industry, the photoradio invention of Captain Richard H. Ranger comes as the culmination to years of experimentation and labor. It has long been predicted, and even after its realization in its present stage of development, elaborate preparations were made to insure its practicability before it was permitted to burst, almost without warning, upon the public. And, as is almost always

the case in such matters, forward-looking advertisers were following each step eagerly, waiting only for the first opportunity to step into the breach and make use of an advertising tool which, even at this early date in its existence, gives promise of being one of inestimable importance in certain lines of business.

Two such advertisers were John Wanamaker and the Retail Research Association, which includes seventeen associated department stores in as many cities throughout the country. At the top of this page are reproduced their respective insertions which appeared almost simultaneously in the evening papers, May 1. And behind those two curious looking cuts lie stories of clear-sighted opportunism such as make business history but which, unfortunately, cannot be dealt with in detail here.

So far as can be ascertained in the present rather confused state of things, credit for the first purely commercial photograph to be transmitted overseas by radio belongs to Ralph Harris, director of publicity for the Retail Research Association, one of the first to realize the great potentialities of the method. The photograph, reproduced at the right, shows the London office of his organization and appeared in the evening papers over the name of Abraham & Straus, Brooklyn, the local member of the association. It was received in New York at 5:10 a. m., preceding the Wanamaker picture by a short time.

The latter is reproduced at the left. It shows a new model Reboux hat and was rushed to London from the milliner's salon in Paris by aeroplane, there to be put on the air. Immediately upon its receipt the photograph was prepared for publication while the model itself was copied and placed upon display in the store with all the promptness and dispatch of which American business is capable, with the result that similar reproductions were obtainable to order the following Monday morning.

So much for the historical angle of the situation. The advertiser's true interest lies in the future possibilities.

AS previously implied in this article, there is far more in this process than immediately meets the eye. A glorious "publicity stunt" this may have been for the R. C. A., for the newspapers and for the advertisers who were so quick to profit by the opening of the service, but only a purblind cynic will dismiss the matter with that. When the tumult and the shouting dies, and when humorists and pseudo humorists get all through chuckling over the details of some of the queer smudges which are called pictures, we will find ourselves in possession of a device which has the effect of drawing two continents closer together for the equivalent of thousands of miles, and which makes possible an almost instantaneous transmission of ideas in a more graphic manner than words alone could ever do.

It is quite natural that the dealers in women's wear, dependent as they are upon Paris for style, should be the first to make use of this device. Note again Wanamaker and the Reboux hat. Even while the original model was bursting upon Paris and while the lesser fry of that city were copying it in haste, here in New York similar copies were on

order. It is not necessary to point out that this was only made possible by pictorial reproduction; nor is it necessary to dwell in detail upon the influence which this process prom-

ises to exert upon the style trend of this country and upon those merchants who are quick to appreciate and make use of it.

Mr. Harris received a second photograph for his organization on Sunday night, May 2, and with this another record was established—12 hours, 52 minutes from London to San Francisco, via radio and the now established telephoto process used by the American Telephone & Telegraph Company. This gives some idea of the possibilities of the process, even at the present stage of its development.

AS in the case of the Wanamaker photograph, this was a style picture, rushed from Paris by aeroplane. It showed Mme. Charlotte, head designer for Maison Premet, wearing a tailored suit specially designed to make its first appearance at the races on Sunday, May 9. Not only was it relayed to the Pacific Coast as previously described, but copies of the radio photo were sent out by special post to the other stores which are members of the association, with the result that this particular creation will be copied and advertised throughout the country and that these copies will appear quite generally over here simultaneously with the appearance of the original in Paris. At this rate, contrasting American manufacturing and merchandising with the French, it requires no great stretch of the imagination to perceive the possible time in the future when the creations of the Paris *couturiers* will have appeared in this country in copies even before the originals have been introduced abroad.

Of course, such concerns as those here cited are the first and most obvious users of such a process, but it should not therefore be considered their sole prerogative nor should theirs be considered the only type of business in which this invention can find a logical place. To an American manufacturer desiring to introduce a product abroad, a foreign manufacturer wishing to introduce a product over here, an advertising agency wishing to place copy direct and quickly, or to any concern desiring to advertise simultaneously and upon short notice in a number of places, this service should prove invaluable.

Wanamaker has already tested the last named practice, as illustrated on the second page of this article. The advertisement there reproduced was prepared in New York and sent abroad to London and Paris by a reverse of the procedure previously de-

[CONTINUED ON PAGE 50]



FIRST PHOTO-RADIO "ADVERGRAM"

FROM JOHN WANAMAKER NEW YORK
TO JOHN WANAMAKER LONDON

VIA The Radio Corporation of America to
the Marconi Company of London

PUBLISHED SIMULTANEOUSLY
IN LONDON PARIS NEW YORK AND PHILADELPHIA

"The Atlantic Ocean in our thoughts is not half as wide as it used to be," wrote John Wanamaker in 1919. "The balloons traveling over it, and the airplanes, and the visions of inventors and engineers and the Columbuses who are exploring the air, altogether have created the belief that the whole world has come to be neighbors." It was the age of Kipling's "Night Mail."

Came then a greater magic—the radio

In 1922 Wanamakers, which had received Marconigrams on top of their buildings as early as 1907, began radio broadcasting—our programs being heard in Europe

December 10, 1923, the Wanamaker station, W.O.O. transmitted for the first time across the Atlantic the voice of a president of the United States, the Harding Memorial address of President Coolidge

March 18 1924 the first store radiophone communication from house to house across the sea was from John Wanamaker New York to John Wanamaker London

Now comes the photo-radio advergram

Reboux hats it is radioed to you in New York Friday. reported the London house of John Wanamaker last week. It was flashed through the air 3000 miles over the ocean and published in the Wanamaker advertisement the same day, the hat being reproduced in the Wanamaker stores for American women while it is still new in Paris.

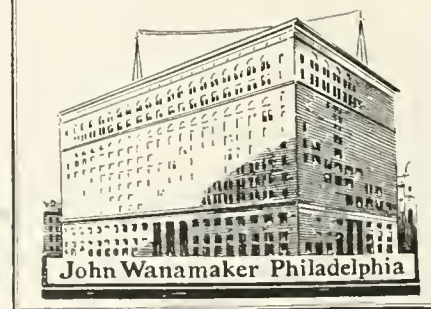
Today we reverse the process. We publish simultaneously in London, Paris, New York and Philadelphia, this announcement set up in type and illustrated in New York—photographed and radioed to London and thence to Paris—published the same day in the metropolises of two continents.

The magic of radio! What is it?

John Wanamaker's life-long friend, General Booth, now in New York, would no doubt call it not magic, but the natural expression of a spiritual force. Edison would, of course, term it electrical—telling us at the same time that no one knows what electricity is. The Prince of Wales would doubtless say that radio expresses that spirit of business which welds together the British Empire—that quick, intimate contact of mind with mind engaged in mutual service leading to a better understanding and more good-will among all peoples.

Beyond the mere broadcasting of merchandise, or even of business announcements designed merely to sell, the merchant will find the radio of great service in building not only name and reputation and good-will, but in linking country with country, people with people—to the end that all may live and work together peacefully and happily.

In the business of living no one can live to himself alone!



WANAMAKER reproduced this advertisement simultaneously in New York, Philadelphia, London and Paris. That this new process of radio transmission of photographs is highly practical and not merely "stunt" advertising is discussed in the accompanying article, drawing on the experiences which two concerns have already had

Studying the Structure of Industrial Buying

By R. Bigelow Lockwood

INDUSTRIAL sales programs which are most successful are based on definite sales objectives for reaching industrial markets. Hit or miss methods have no longer a place in modern industrial business planning.

To apply direct-line principles to industrial sales promotion is an undertaking far from complicated. The number of principles necessary may be counted on the fingers of one hand, minus the thumb. Starting with the index finger and working down, they are listed in the following order:

1. Market determination
2. Buying habits
3. Channels of approach
4. Appeals

As these principles form the four corner stones of any plan aimed to break down the barrier of sales resistance surrounding the industrial buyer, it may be well to explain a little more fully what lies behind them.

Leaving out the frills, the income produced by industry in this country

is approximately sixty-one billion dollars per year or 54.5 per cent of all of America's combined business activities—an important fact to consider when determining the worth while markets to cultivate.

Despite the tremendous structure of industrial markets as a whole, the classification of these markets to fit into a specific sales problem is not difficult, for the structure of industry is composed of certain definite divisions all of which may be segregated and analyzed. It needs only a proper working knowledge of these divisions to enable the manufacturer to plan his market structure with assurance and thus avoid waste through aimless distribution.

Again, expressing the situation in terms as simple as possible, industry is divided into two basic groups—service industries and manufacturing industries. And these two groups have nine major divisions, as follows—

Service Industries

1. Mines and Quarries
2. Public Utilities
3. Power Plants

Manufacturing Industries

1. Process Industries
2. Mechanical Industries
3. Textile Industries
4. Lumber Industries
5. Miscellaneous Industries

Naturally each of these divisions has many subdivisions. For example, the group which distinguishes the manufacturing industries is composed of no less than 350 separate industries. Thus, under the major heading of Process Industries we find such distinct activities as paper and wood pulp, leather, rubber goods, glass, bread and bakeries, sugar, manufactured gas, etc.

Consequently the manufacturer whose products can be sold to every field is offered a maximum sales objective of approximately 115,000 worth-while units, distributed as follows:

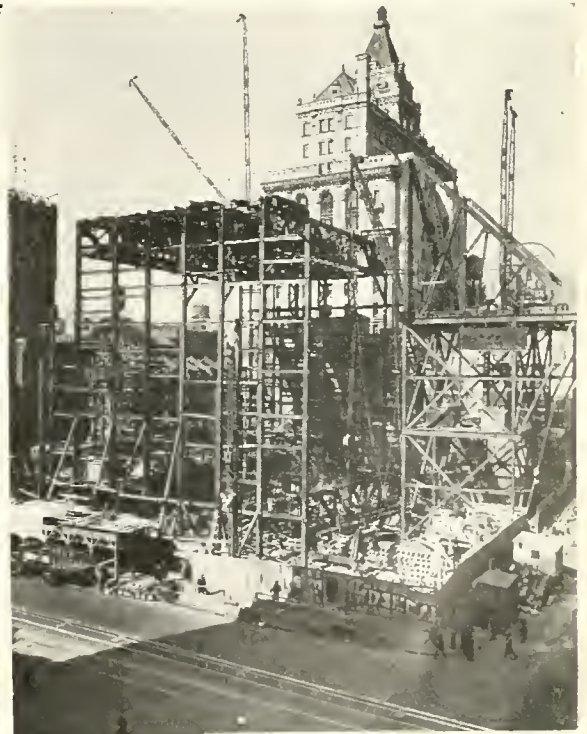
Mines and Quarries.....	11,400 units
Public Utilities	26,680 units
Power Plants	16,000 units
Construction	7,500 units

Manufacturing—Class A prospects.

Plants employing over 50 workers

[CONTINUED ON PAGE 60]

THE man in the street sees industry like this: noisy activity, swarming workmen and moving machinery straining at gigantic tasks. The man who sells to industry aims to reach the quiet planning behind such scenes and reach the production executives who plan and buy for the great undertakings in which wage earners are engaged



Le Hypothesis de la Hypotenuse

By Paul Hollister

I HAD my face all made up to poke some good clean fun at an Advertising Tendency. On looking through the advertising pages for advertisements to illustrate the deplorable progress of the Tendency, I can't find enough. I have a suspicion that there are plenty more. So we may as well consider the Tendency and then if it gets serious before the paper comes out, the paper will get credit for Alertness.

Anyway, the piece was going to begin as follows:

There are some who were in Paris when the shells from Big Bertha commenced dropping in the city; there are those who were in Paris the day of Armistice; and there are those who were in Paris just after the Wembley convention. But few, indeed, among those who were in Paris then realized that there was fomenting under their very noses a Tendency which for world-shaking proportions would outrank the big gun, the armistice and the convention.

Not a bad interest-arousing introduction? Just vague enough.

Well, one day in Paris in July of 1924 the next issue of *Harper's Bazar* came out. It was packed to the hat with the advertisements of the Paris cutting-up trade. The whole front of the book was jammed so full of smart, snorty little advertisements, and big rough advertisements, and medium-sized trick advertisements, that to the trained eye of the beagle it looked as though *Harper's Bazar* had made a deliberate effort to afford its pages that *cachet* of the *chic*, that *vraisemblance* of the *mode* of *madame*. Had the *Harper's Bazar* stolen, perhaps, a march?

It had. Almost before the ink was dry, as old newspaper boys say, Condé Nast (the organization responsible for the journal of the oh-so-indisputably *mode française*—*Vogue*) had to have three stitches taken in its acute accent. Cries of "*Voléur! Voléur!*" ("Thief! Thief!") rang up and down the boulevards.

Children playing hide-and-coop in the gardens of the Tuileries gave themselves up to the *gendarmérie*; children sailing boats in the Luxembourg gardens, a mile away, fled for the *faubourgs*, leaving their frail craft to shift for itself. The cables blew out fuses between the oh-so-indisputably *bureau parisien* of M. Nast and the *je-ne-sais-pourquoi-pas* offices of M. Nast in the Rue Quarante-Quatrième, New York, while details of the stolen march were exchanged, full rates.

About six weeks later a rather breathless *Vogue* busted out with just as many of the advertisements of the Paris cutting-up trade as had *Harper's Bazar*, barring one or two either way—hardly a difference worth disputing. The *monde* of the *mode* settled back; sighed "it was a good scrap while it lasted;" and gave its attention to other matters.

—And that was that. Except that

somewhere up a Paris alley a very smart American gentlemen named Wallace, having just given birth to an Advertising Tendency (and gathered in much billing thereby) may have been heard smiling softly to himself.

Wallace—or so runs the legend—had suggested to *Harper's* that it would be a fancy notion if he were to line up all the cutting-up trade in Paris to use space in their magazine. No matter what the rates were; this is not a space-buyers' meeting. They said all right, so Wallace chased around, lined up, swung, and delivered.

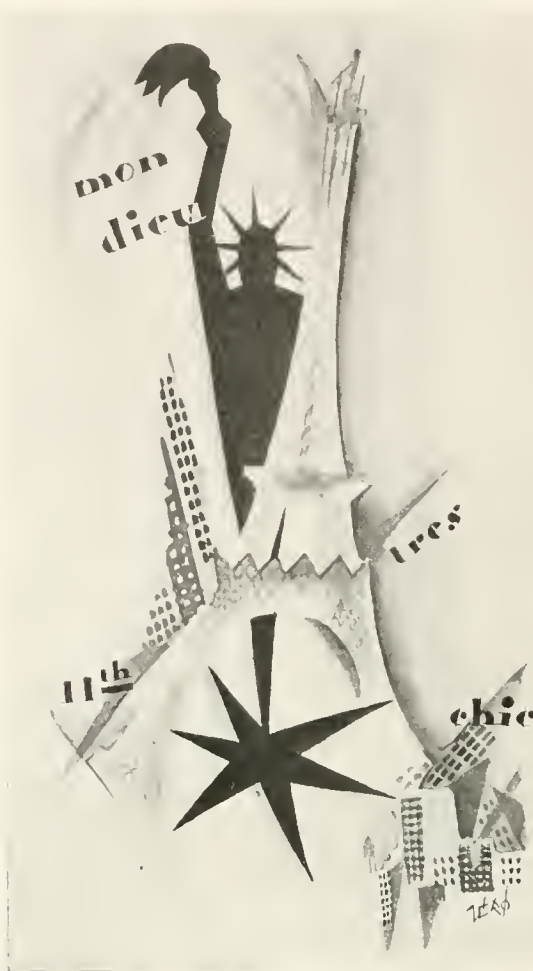
It was necessary to make advertisements for all the cutters-up, so he made them. He was excellently qualified to do it, for he is just about the wisest advertising agent in Paris. And to produce them in a short time and to produce them all not identical, called forth his utmost powers of facility, so he reached for a drawing-triangle and made funny modernist marks in all sorts of directions and produced all sorts of simple and explosive advertisements. For the first time an American

advertisement-maker in Paris had the nerve to use elements that had already been bravely appearing in the editorial pages of American journals—and to use them to register "Paris" in those very journals. His printer-buddies, the brothers Draeger, shook out all sorts of type for him, and lo, the Tendency.

So, as has been sketched, *Harper's* came out in triangles; *Vogue* came out in spots; and presently came out in more triangles than *Harper's*. Both papers, having been printed in the United States, burst on a peace-loving people wholly unaware of their dangerous significance—and unaware of the shooting that had preceded their *éclat*.

Once started thumbing their well-manicured thumbs at each other, they couldn't quit. They didn't quit. They have kept it up now for two years. The curtain falls, two years pass, the curtain raises. Upon what?

[CONTINUED ON PAGE 84]



THE • EDITORIAL • PAGE

The Time Has Come to Tighten the Screws of Censorship

WE believe that while the majority of advertisers desire to be truthful in their advertising, it is made difficult by the competition of an unscrupulous minority who are perfectly willing to claim the earth. Their claims make the honest advertiser's statements seem tame and uninspired. The result is a growing tendency to "romance." Much copy is written that makes claims in a spirit of "romance" that the advertisers would not think of sponsoring if they were made as bald statements—yet they are intended to be read as such.

We are convinced that the honest majority deplore this tendency but are unable to take steps sufficiently effective to stop it. We believe the time has come for publishers to bring their influence to bear in the form of a very much more rigid censorship of advertising copy—and illustrations. While there would be protests and some more or less righteous indignation, for the most part it would be from the chief offenders. We feel very sure the great majority of advertisers would willingly shape their copy to meet a stricter censorship if they felt that it would be enforced rigidly and impartially.

Not only do we believe that the time has come for tightening the screws of censorship, in all of the media of advertising, but we believe a new type of censorship is needed: a censorship that tells in advance, rather than one that merely edits. It is hardly fair suddenly to begin to edit the copy of advertisers—much of which is in plate form. They should be given notice of the new censorship, not only in advance, but in as concrete form as possible.

The regulations governing acceptance of furniture advertising, recently issued by *The News* (New York), might well be taken as a pattern. These regulations specifically state what *The News* will not accept in furniture advertising, and give concrete interpretations by way of making these regulations clear. This practical method of censoring furniture copy might well be taken up by newspaper and periodical publishers all over America, and by the furniture trade itself; both manufacturers and retailers.

What applies to furniture advertising applies to the advertising of products in practically every other field—clothing, toilet preparations, furs, correspondence courses, automobiles, textiles, building materials, etc. In each field there have grown up claims and terms and insinuations that are known to be false and misleading which should be ruthlessly censored, and which, if they were censored, would make for greater public confidence in the things advertised and in advertising itself; would lead to cleaner business methods; and would result in a friendlier spirit among competitors.

It would be at least a good beginning if just these misleading terms and claims and insinuations were to be censored out of the advertising columns, and such a movement would, we believe, soon enlist the approval and support of every honest advertiser and lead eventually to further improvement.

A censorship program of this kind might well start

on the one hand with the publishers (and the proprietors of other media), and on the other with the trade associations in the various fields. Let the publishers ask the various associations for definite censorship suggestions that would eliminate the false and misleading from copy and illustrations and add to the believability of advertising; and let the various associations ask the cooperation of the publishers in ruling out the unscrupulous advertisers so that the honest kind of advertising they would like to do may have a fair chance in a clean field.

No finer, more constructive job could be undertaken by the Associated Advertising Clubs of the World in its Convention next month in Philadelphia than to make this a major issue and, through its Departmentals, take practical steps to organize this new type of censorship in every field represented. It might well be inaugurated as next year's A. A. C. of W. program. It would be ideal as such, for it is one of the very few issues at once broad enough to enlist the interest of the manufacturer and the advertising agent and the publisher who work and think on a national scale, and local enough to be vital to retail merchants and local publishers.

Meanwhile, there is nothing to prevent individual publishers from taking prompt steps to put sharper teeth in their own censorship rules.



Tomorrow's Fortunes

ANALYZE most of the great American fortunes of the past generation and you will find that they were founded on great faiths. One man's faith was in oil, another's in land, another's in minerals.

The fortunes that are being built today are just as surely being built on great faiths, but there is this difference: the emphasis of the faith has been shifted. Today it takes faith in a product or an opportunity, as it always did, but it takes faith in the public, in addition. Those who have the greatest faith in the public—the kind of faith possessed by Henry Ford and H. J. Heinz—and make that faith articulate, as Heinz has always done and Ford is now doing, will build tomorrow's fortunes.



The Neglected Single Column

TIME was when a full column advertisement in the magazines was considerable of a splurge. That was before the dominate-at-any-cost idea was born.

We believe full pages and double spreads are the most efficient and economical units for all those with a full-page or double-spread job to do and with the means to pay for these large spaces; but we believe also that there are in these broad United States many single-column concerns that are not advertising today because the magazines are neglecting to cultivate these prospects and convince them of the value of the single column as an advertising unit.

The fact is, the single column was and still is a mighty good advertising buy.

Selling Women Their Own Kitchens

Gas Companies Develop Greater Sales by Showing Housewives the Pleasures of Better Home Making

By Rupert L. Burdick

ONE important difference between a public utility and any other line of business lies in the fact that a utility is married to its customer for life. It is equally notable that a utility's customer must be monogamous as well. He must cleave unto one gas company as long as he lives in one town. A gas company or any other public utility apparently does not need to exert particular effort to obtain business, but gas companies are no longer monopolies. The basic purpose for which gas is sold has brought it into direct competition with other fuels, notably coal, oil, and electricity. In recent years a competitor less obvious and yet more potent has developed: the change in living habits which has closed the kitchen doors and drawn people out to meals. Delicatessen shops, restaurants, canned and ready-cooked food have called this general strike against home cooking. This is a serious matter for the companies inasmuch as at the present time the kitchen range is the chief consumer of gas, and the domestic cooking business is the major share of the gas companies' output.

There are two methods possible to cope with the new situation: to get new customers, or to resell to old ones. The latter method, because in the long run it is the less expensive, is preferred. An increase in the per capita consumption of gas is



© Phyllis Frederick Photo Service

TO achieve a Renaissance in cooking and thus to increase the popularity of the gas range is the object of a campaign by gas companies which is rapidly assuming nation-wide scope. More than sixty "Home Service" departments have been established in company offices, functioning under trained domestic economists. Lectures and radio broadcasting are featured

sists of teaching women *how* to cook. By taking the bugaboo of difficulty, trouble and uncertainty out of home cookery, these companies are making home cooking a pleasure and, therefore, desirable to their housewife-consumers.

There are more than sixty "Home Service" departments established in gas company offices. Each is in charge of a woman director, who may have one or more assistants. These women are trained domestic economists; they have a basic knowledge of the gas business; and, above all, they were chosen on a basis of likable personality. Their job is to help gas company consumers be better home-keepers.

tried for by the distribution of appliances such as gas-fired water heaters, room heaters, laundry stoves, and ironing machines. But though sales have run well over fifty million dollars annually during the past few years, the increase in per capita consumption has not kept pace with the installations. At present they are considered more in the nature of luxuries than of necessities. Some sixty of the companies, looking for a more direct solution for the problem, have found the answer right within the industry, much neglected, previously looked upon as a fad or a mere "fancy trimming" or as some one's pet hobby. This means of meeting competition, boiled down to its essentials, con-

The detailed activities of these Home Service women are many and varied—they are often called upon by frantic mothers to give advice on washing the baby or about wording formal invitations. A recent booklet prepared by Miss Ada Bessie Swann, the 1925 Chairman of the Home Service Committee of the American Gas Association, lists all the major activities of Home Service Departments—too many to cover here. But the one which is most emphasized is the teaching of cooking by modern methods and especially by the temperature control method introduced with the modern oven-controlled gas range.

One might well ask, "Does it work?" Do women who have cooked

[CONTINUED ON PAGE 76]

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

*A*N advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
L. F. Grant
Gilson B. Gray
E. Dorothy Greig

Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
A. D. Lehmann
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank W. McGuirk
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright



NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

Export Advertising Is No Longer a Mystery

By J. W. Sanger

SOME of you may remember the story of a certain King of Spain who, after futile attempts to make all his subjects fit into one mold to be governed by rule of thumb, gave up the task and became a clock collector. He gathered clocks of every shape and size and kind from every part of the world, and set himself to the task—again a futile one—of having them all tick at exactly the same time. Again he failed and, when dying, said: "What a fool I was to try to make my people do what even my clocks refused to do!"

The point involved for us is, it seems to me, apparent. It is that all of our foreign customers in Europe, South America, Asia and everywhere won't tick exactly as we'd like them to do—nor all at the same time. Our job in advertising to these people, in getting them to buy our goods, is to measure their particular national and racial ticks and adjust ourselves to those facts, or, putting it in plain English, we are faced with these questions:

- (A) In what countries and to what people in those countries can we sell our goods?
- (B) What general trade and consumer advertising appeal, if any, may be used?
- (C) In what way and through what medium shall this advertising appear?

Let us consider these three points for a moment.

Take number one—in what countries and to what people in those countries can we sell our goods?

Without basic information regarding the market possibilities of a country that must precede any at-



© Publishers' Photo Service

tempt to advertise there, an exporter is entirely in the dark. No exporter today need, however, be in such a quandary very long. No matter how small he is or how meagerly informed he may be, he can, through such sources of information as our Federal Government, through chambers of commerce at home and abroad, through export trade publications, export trade associations, through modern advertising agencies and other sources, inform himself quickly and thoroughly concerning any country in which he may be interested. There can be no doubt that nearly every advertising and marketing campaign that has failed has done so due to the lack of advance marketing information or owing to the failure to coordinate the sales and advertising plan.

ASSUMING that the exporter has determined his market and its probable limits, and has settled his sales policy, he is then faced with question number two: What general trade and consumer advertising appeal, if any, may be used?

Generally speaking, we may assume that to the trade a profit-

making appeal should be the chief one, since we are appealing not to a consumer but to a merchant or distributor. Our consumer appeal is more difficult and may have to be radically different from the one we use at home. A toilet soap maker, for example, may find it more effective to appeal to Cubans on the ground that, in addition to softening the skin, his soap whitens it. The Chilean, without changing from his habits of a light French breakfast, may be taught to use oatmeal during the day as an invalid and children's food. The efficiency of the Multigraph may be not nearly so

strong an advertising argument to the Argentine merchant as an appeal to his pride of ownership of such a machine. I have cited here just a few practical instances where consumer advertising may not move goods until the whole basis of the appeal was changed to conform to local viewpoints.

Having determined, first, the market and, second, the appeal, the third question—

In what way and through what medium shall this advertising appear?—

is by far the easiest to answer. For, thanks to the surveys and compilations covering trade publications, newspapers and magazines all made at first hand, many advertisers and all first-class advertising agencies have remarkably complete and accurate data covering publications throughout the world. This is a condition that did not exist a few years ago and which has been brought about by the fact that the 3500 American exporters who are advertising abroad today have created this demand for working, practical data.

What I have said regarding mar-

[CONTINUED ON PAGE 88]

Portion of an address given by J. W. Sanger, Director of Foreign Service, Frank Seaman, Inc., before the National Foreign Trade Convention.

Railway Age

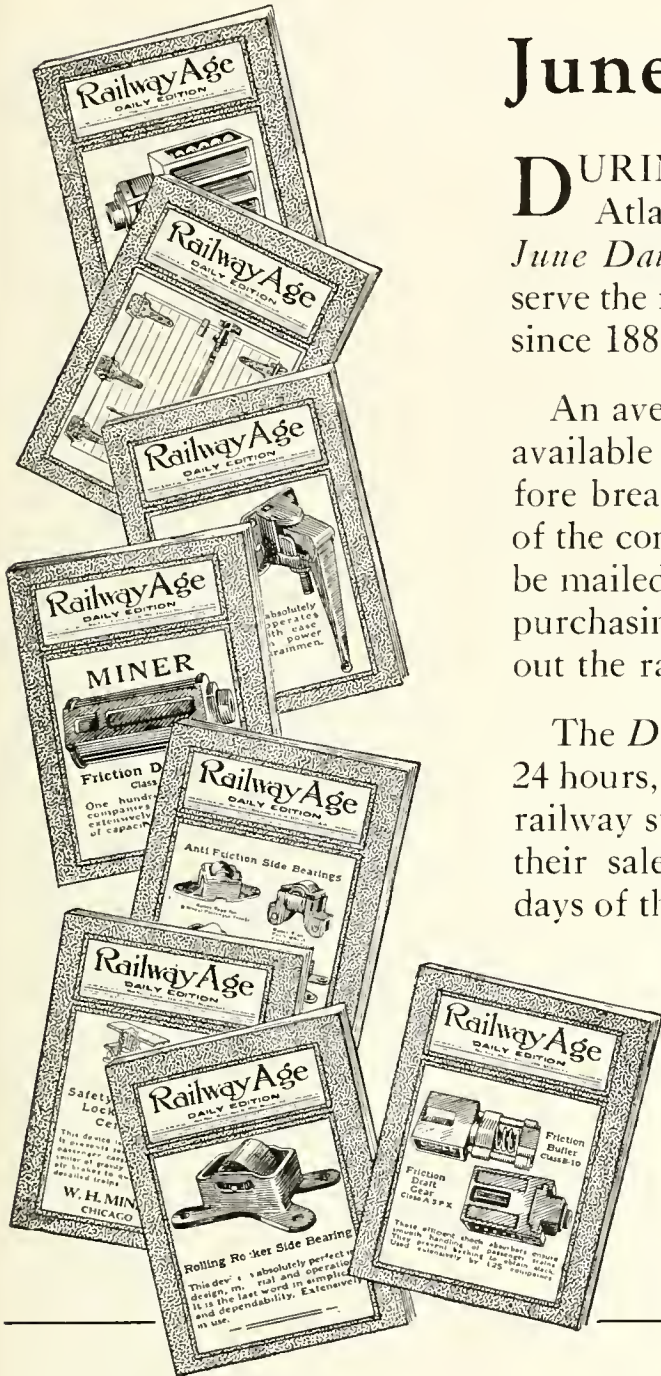
June Daily Editions

DURING the June Railway Conventions at Atlantic City, June 9-16 inclusive, the *June Daily Editions* of the *Railway Age* will serve the railway industry as has been its custom since 1887.

An average of more than 1600 copies will be available at the conventions each morning before breakfast. And on each of the eight days of the conventions more than 13,000 copies will be mailed to executives, operating officials, and purchasing and mechanical officers throughout the railway industry.

The *Daily*, a full fledged *Railway Age* every 24 hours, presents a most effective means for the railway supply manufacturers to hammer home their sales story eight times during the eight days of the conventions.

Write for complete information regarding the conventions and the *June Daily Editions* of the *Railway Age*.



Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

New York, N. Y.

Chicago: 608 S. Dearborn St.
Washington: 17th & H Sts., N. W.

Cleveland, 6007 Euclid Ave.
San Francisco: 74 New Montgomery St.

New Orleans: Mandeville, La.
London: 34 Victoria St. S.W.1.

Using Men As Machines

By Floyd W. Parsons

IN practically all of our activities we are prone to run to extremes. It is fortunate that in the final analysis we usually strike a fair average in our valuation of new ideas. This is quite true in our studies of the relations of efficiency and psychology to business. A lot of people a few years ago, in their supreme effort to build up higher efficiency, actually tied themselves and their businesses in a perplexing knot. When carried to an extreme, efficiency and red-tape are synonymous, and the result spells waste.

In much the same way the matter of business psychology can become a handicap instead of a help. So many psychologists have sought to use psychology as an effective medicine for every industrial ill. The real job of the intelligent business executive is to separate the wheat from the chaff.

All sorts of rules are laid down by the professional psychologists. But most of these principles remain to be proved, so that the executive who is wise will accept only such statements as are clearly established.

There is not the least bit of doubt that after we cast aside much of the bunk that now exists in the field of business psychology, a very considerable science will remain for the practical utilization of progressive executives. There is much knowledge available on the subject of handwriting and its significant characteristics. Various traits in handwriting bear close relation to certain mental traits in the individual. Postures of the body, facial expression, methods of speaking and movements of the hands, arms and legs, all give evidence concerning tendencies and habits of mental processes. A habit of expression very often is an index of a mental habit. Research in this field is far from complete, but anyone engaged in directing the efforts of employees is overlooking an opportunity if he fails to inform himself along these lines.

It is actually a fact that in some avenues of work, intelligence is more or less of a handicap. A girl employed to run a certain machine in a factory would doubtless become unhappy and dissatisfied if her mind had to run to active and constructive

thinking. Take the game of golf: The young caddy who does not engage in any mental analysis of the mechanics of the swing of the club, moves with rhythm, and gets a naturalness into his swing that is entirely absent in the case of the older person whose conscious mind is the governing factor and who acts by rule rather than instinct.

All of these things indicate how necessary it is for the modern boss to give thought to the fundamental factors that affect human efficiency. Consideration must be given to such things as rest periods, not only for the physical workers who do hard labor, but for the thinkers as well. It has been disclosed in recent times that brain activity involves muscular work and often brings on fatigue more quickly than does hard physical labor. Just as too continuous work with arms and legs may lead to a temporary loss of control over these members, so also, too continuous mental work may lead to temporary loss of control over the muscles involved in that work. It frequently happens that after too much thinking, one is unable to relax the facial muscles. It is quite as necessary to consider physiological conditions in relation to office work as it is to consider the purely physical side of work in the factory.

THE principal factor in increasing efficiency is practice or repetition. One of the chief factors in reducing efficiency is too continuous work. These two principles are thoroughly established and yet they represent almost a paradox. Repetition is necessary for the attainment of skill, but too continuous repetition of an act causes it to become inefficient. Then there are other important factors affecting efficiency, the principal of which is distraction. The occurrence of loud sounds may lead to a temporary increase in efficiency, but only because the worker expends an unusual amount of extra effort. This greater exertion brings on quicker fatigue. Therefore, the problem of distractions in a consideration of efficiency is well worthy of study.

When men are unreasonable in their attitude or difficult to manage,

it may be set down at once that there is a definite cause for this condition. When a soldier is overcome by fatigue, he cannot quit his job, but must go on until the hospital gets him. In industry, the worker who has been the victim of improper management generally deserts his job previous to his nervous breakdown, thereby hiding the fact that the company is suffering from an excess of executive ignorance. It is for this reason that the people higher up in the affairs of management should always be suspicious of any company or department that suffers from a high labor turnover.

ONE of our greatest opportunities today is to treat the problems of business as human and not merely scientific. Modern methods of machine production are painfully monotonous. Workers have long hours in which to dream and think, and the result is often the development of pessimism and melancholia. Small ills are magnified and the thoughts run to anger and destruction. Too often a manager devotes his time to trying to find some easy substitute for human understanding. It goes without saying that the average workman is not lily white. But he is less responsible for present conditions than the large employer of labor who sits in his club and declares that socialism is only a working-class conspiracy against the social order.

Conditions in many factories today more nearly resemble a nervous clinic than a professional workroom. I know of one company that during a period of five months had to take on approximately 1000 workers in order to keep 900 employed. If modern psychology could eliminate superstition, unnecessary hatred and delusion of conspiracy from our industrial body, the result of such an accomplishment would represent a great contribution to civilization. There is no greater fallacy than the notion that high wages will remedy our business ills. The owners of American corporations would be on the right road if they were to follow the policy of firing immediately every manager of every company having a high labor turnover.

THE CHRISTIAN SCIENCE MONITOR

AN INTERNATIONAL DAILY NEWSPAPER

THE CHRISTIAN SCIENCE MONITOR, BOSTON, TUESDAY, APRIL 27, 1926

REICH NEEDS SOVIET TRADE

World Economic Recovery Necessary—Soviet Hostility to League Lessons

By Special Cable
BERLIN, April 27.—Following the Reich's action in signing the new treaty with Russia, the *Weltzeitung* declares that the world needs an economic recovery more than economic betterment of certain and that the Reich's attitude is a step toward the economic recovery of the world. The paper says that the Reich's action is an acknowledgment of the fact that the Soviet Government is a world power, and that the Reich's action is a step toward the economic recovery of the world. The paper says that the Reich's action is a step toward the economic recovery of the world.



Reich's action in signing the new treaty with Russia is a step toward the economic recovery of the world.

United States Tires are advertised regularly by their manufacturers in The Christian Science Monitor.

In addition there have appeared in the Monitor during the past year 166 advertisements featuring or mentioning United States Tires, these advertisements having been placed and paid for by dealers in many different cities.

The fact that the Monitor has a nation-wide coverage of retail as well as national advertisements obviously has its advantages for the manufacturer of nationally distributed goods.

BRITISH OPPOSE BETTING TAX

This Proposal in Mr. Churchill's Budget Arouses Antagonism on All Sides

By Special Cable
LONDON, April 27.—The two Houses of Parliament are today in session opposing the betting tax proposed in Mr. Churchill's budget. The House of Commons is today in session opposing the betting tax proposed in Mr. Churchill's budget.

ROMANIA MINE UNION BANS

Work on Wage Scale a Day Lower

By Special Cable
BUCURESTI, April 27.—The miners of Romania have today announced that they have decided to work on a wage scale a day lower than the one proposed by the government. The miners of Romania have today announced that they have decided to work on a wage scale a day lower than the one proposed by the government.

EFFORT TO GET COMPROMISE MADE IN BRITISH COAL DISPUTE

Prime Minister, It Is Hoped, May Succeed in Getting Mine Owners to Agree—Miners Asked to Reconsider Position Regarding Wages

By Special Cable
LONDON, April 27.—The coal dispute in Britain is today in a critical position. The Prime Minister, it is hoped, may succeed in getting the mine owners to agree to a compromise. The miners are asked to reconsider their position regarding wages.

ANCIENT OBSCURITY

Unearthed in Mexico

By Special Cable
MEXICO, April 27.—A group of ancient ruins has been unearthed in Mexico. The ruins are of great interest to archaeologists and are believed to be of great historical value.

MINER BATTLE

Struggle Between Miners and Owners

By Special Cable
LONDON, April 27.—The coal dispute in Britain is today in a critical position. The miners are in a battle with the mine owners over wages and working conditions.

THAT SEED FOR RIGHTS TO 'CHOCOLATE SOLDIER'

NEW YORK, April 27.—The Supreme Court today agreed to hear the case of the 'Chocolate Soldier'.

By Special Cable
NEW YORK, April 27.—The Supreme Court today agreed to hear the case of the 'Chocolate Soldier'. The case involves the rights of a soldier to a chocolate ration.

NOTHING BUT GOLD

Found in the Desert

By Special Cable
NEW YORK, April 27.—A group of gold coins has been found in the desert. The coins are of great value and are believed to be of great historical interest.

BRITISH REACTION

Favorable to New Soviet-Russia Treaty

By Special Cable
LONDON, April 27.—The British reaction to the new Soviet-Russia treaty is generally favorable. The treaty is seen as a step toward the economic recovery of the world.

SEARCHING FOR FLIERS

NEW YORK, April 27.—The search for fliers is continuing in New York.

By Special Cable
NEW YORK, April 27.—The search for fliers is continuing in New York. The search is being conducted by the United States Navy.

Latex, the milky-white liquid that flows from the bark of a rubber tree, when it is tapped, is the source of all rubber.

The United States Rubber Company

By Special Cable
The United States Rubber Company is the largest manufacturer of rubber in the world. The company is known for its high quality rubber products.

Latex-treated Web Cord

Each individual cord from the cord structure used in other makes of tires

By Special Cable
The United States Rubber Company is the largest manufacturer of rubber in the world. The company is known for its high quality rubber products.

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Latex-treated Web Cord

Each individual cord from the cord structure used in other makes of tires

By Special Cable
The United States Rubber Company is the largest manufacturer of rubber in the world. The company is known for its high quality rubber products.

the Indian-detour

A new motor link in the transcontinental rail journey to and from California

A three-day personally conducted motor trip through oldest America, visiting ancient Indian pueblos and prehistoric cliff dwellings in the New Mexico Rockies, between Las Vegas and Albuquerque, forming a part of the transcontinental rail journey.

Only \$45, with everything provided—meals, lodging and motor transportation—under expert Santa Fe-Piedmont management.

Service begins May 15, 1926.

There will be optional side trips and "land cruises" in charge of specially trained conductors for those who wish to extend their travels of the best part.

One new Indian-made motor coach and motor car.

For more information, write to Santa Fe-Piedmont, 212 Broadway, New York, N.Y.

UNITED STATES ROYAL CORD BALLOON

Here are the Answers to Your Questions About Latex-treated Web Cord

Q—What is Latex-treated Web Cord?
A—Web Cord is the special cord structure developed by this Company for Royal Cords and other United States Tires.

Q—How does Latex-treated Web Cord differ from the cord structure used in other makes of tires?
A—Each individual cord from which Web Cord is made is latex-treated by immersing the cords in a latex bath. The cords are then laid side by side and when the liquid dries they become webbed together by pure, natural rubber.

Q—Don't other manufacturers treat their cords?
A—Some do, but not in latex.

Q—How do those who do not treat in latex, surround their cords with rubber?
A—1. By a process called frictioning. The cords are passed between heated rollers and the rubber is squeezed down into and around the cords. 2. By treating cords in a chemical solution of rubber.

Q—What is the object of treating cords with latex?
A—All tire cords must be impregnated with rubber. Using latex impregnates the cords with rubber, without using chemicals.

Q—Why don't other manufacturers use the Latex Process?
A—The Latex Process was developed, patented and is owned by the United States Rubber Company.

Q—What are the advantages of Latex-treated Web Cord?
A—Greater flexibility, strength and longer life in cord fabric. The Latex Process surrounds and protects each cord with rubber and weaves it into its neighboring cords with a flexible rubber coating. This does away with the necessity for cross tie-threads.

United States Rubber Company

A History Outline of Advertising—II

England in the Early Fifties

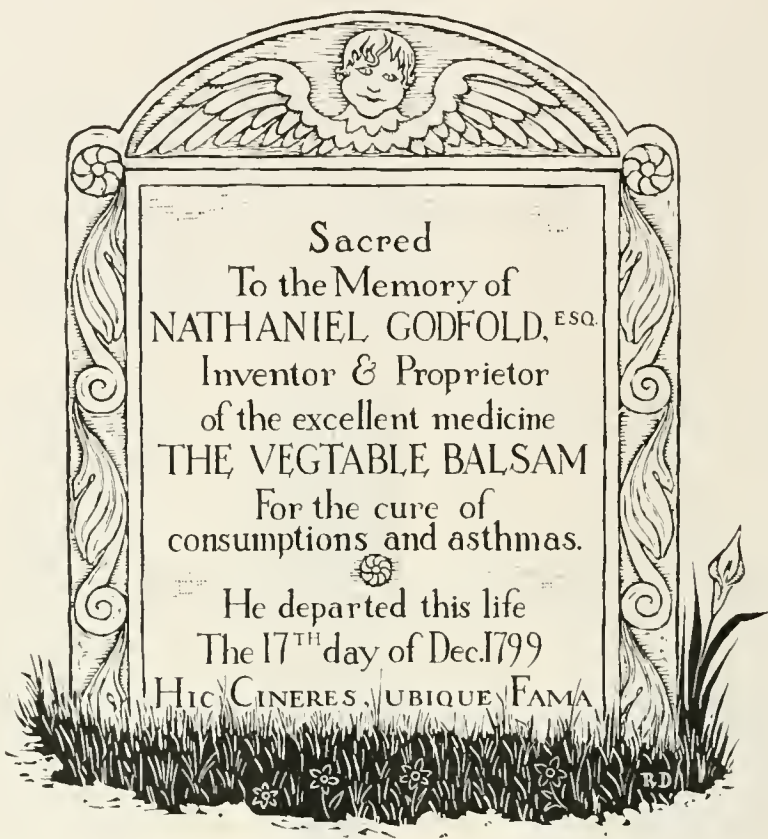
By Henry Eckhardt

Illustrated by Ray C. Dreher

FOR perspective a hop back across the water to England is now necessary. England, as I have said before, was the birthplace of every advertising development of those days. Indeed for sheer ingenuity the early English advertiser has probably never been exceeded, either before or since.

In the churchyard at Godalming, Surrey, there is said to be a tombstone which reads as follows:

Sacred
To the memory of
Nathaniel Godfold, Esq.
Inventor & Proprietor
of the excellent medicine
The Vegetable Balsam
For the cure of consumptions and asthmas.
He departed this life
The 17th day of
Dec., 1799
Hic Cineres, ubique Fama



The name which in advertising was William Wrigley to the first half of the Nineteenth Century, was that of an Englishman, Thomas Holloway. Thomas Holloway was the first of the millionaires which advertising has made.

Holloway began business in 1837. He sold an ointment in pots. During his first week he spent 100 pounds for advertising and his net sales were two pounds of ointment. No one would accept his medicines even as a gift. But Holloway had that quality, which in an advertiser is more precious even than genius, namely, persistence.

He kept on advertising. Soon people began to attach value to his ointment. Sales grew and grew; Holloway spread and spread. He spread beyond the confines of England's tight little isle to every civilized country—advertising, advertising,

advertising. By 1869 he was spending \$600,000 a year in advertising! And in 1869 the dollar was worth three times what it is today. Even in this advanced year of 1926 how many advertisers are there with \$1,800,000 appropriations?

However, 1869 and 1926 are decades ahead of our story.

In England, in these early days, there was another individual who helped to set the advertising world agog—George Robbins. George Robbins was probably the first genius which advertising has made. Specifically he was a real estate man with a rare flair for copy.

Even in his day the writing of advertising was recognized as a distinct art and one requiring very special capacities.

Commented the *London Tatler* with keen insight, "The problem of the advertising writer is to mention

the 'universal esteem' or 'general reputation' of things never heard of."

In these requirements George Robbins seemed to excel and to them he added a poetic touch all his own.

Once Robbins had an estate to sell. His copy featured the beauties of its "hanging wood." This "hanging wood" so intrigued a gentleman that he bought without investigating very carefully. When the money was safely in Robbins' bag, the "hanging wood" was disclosed. It proved to be a common galows.

Again, Robbins was painting the beauties of another property. When finished, the descrip-

tion sounded too perfect, even for Robbins' unblushing ears. So he decided to throw in a fault or two, making the description sound more real. These were the faults: "The litter of the rose leaves and the noise of the nightingales."

Had there been any Bok Awards for eloquent copy, Robbins would surely have qualified; had there been Vigilance Committees and Better Business Bureaus, Robbins would surely have gone to jail.

So flourishing had English advertising become in the early Nineteenth Century, that the government imposed an advertising tax. Perhaps the tax was to discourage advertising; perhaps merely to extract revenue from such evidently prosperous entrepreneurs. The tax was fixed at 6s. 6d. per advertisement, regardless of size. But did the advertisers hold back? On the con-

[CONTINUED ON PAGE 70]



"The Djer-Kiss" is an interrupting selling symbol which says better than words that Djer-Kiss products make women lovelier. Expressed photographically, and by famous American and European artists, it is the basic Interrupting Idea of the advertising prepared for the Alfred H. Smith Company by the Federal Advertising Agency, Inc., 6 East 39th Street, New York.

The 8 pt. Page

by

Odds Bodkins

LAST night I went to see "The Great God Brown" at the Garrick Theater. It is novel—the idea of giving the characters masks, which they wear or not depending on whom they are with or whether they desire or dare to show their real selves; and as a play it is interesting. But it seriously needs editing. As it now stands it seems to me a good deal like a first rough draft, rather than a finished O'Neill play.

In particular the speeches are too long and stagey. It is one of the speeches that started me off on this subject, for it has very definite bearing on selling. In one scene *Cybel* has a long speech that to me symbolizes what is the matter with a great deal of selling: Anne Shoemaker, who took the part of *Cybel*, just naturally *didn't believe in that speech*. She seemed rather ashamed of it. One could almost see her thinking, "I'll say this because it's in the script and I've got to, but I do wish Mr. O'Neill would change it—let me say what I naturally *would* say."

I've heard dozens of salesmen talk like Anne Shoemaker spoke those lines. If I were a salesmanager, I should fear this more than any other fault my salesmen could develop. Selling is done with conviction, not with conversation.

—8-pt—

E. W. Garfield, of the advertising department of The Sherwin-Williams Company, sends me a novel cut-out being used by the Methodist Episcopal Church of Rush, New York. You open the door and find not only pews full of people listening to Rev. William L. Deighton preaching; but a list of this up-and-coming pastor's texts, taken from the advertising columns of the public prints:

"His Master's Voice."

"Kodak as You Go."

"There's a Reason."

"It Covers the Earth."

(Now I see why E. W. G. found it so interesting!)

"Eventually, Why Not Now?"

My own reaction to this type of text is mixed; I admire the alertness of a pastor who swings religion into the stream of people's everyday lives and thoughts, yet it would be difficult for me to sit through one of these advertising sermons without

my mind playing with such slogan texts as—"Focused Heat," "Cook with the gas turned off," etc.

—8-pt—

And speaking of church advertising. I was much impressed by a page advertisement in the Washington (D. C.) *Post* last week. Five columns were devoted to notices of the services in all the Washington churches the coming Sunday. The other three columns contained a list of business firms which had subscribed to a fund to pay for this advertisement—every kind of a business, from a boiler foundry to a national bank. Sixty-four firms in all, advertising every kind of church, from the Third Church of Christ, Scientist, to the Orthodox Synagogue.

How the gone-and-almost-but-not-quite-forgotten Dr. Klopsch, erstwhile publisher of *The Christian Herald*, would have smacked his editorial lips over this tie-up of the church and the world of commerce! And it *does* seem like a hopeful sign.

—8-pt—

Recently I ventured the opinion that to stop reading entirely for a week might be beneficial. Now comes a memo from Walter Koch (the lower case is his, so don't blame the printer): "Yes—siree!—leaving all reading go for a week is a wonderful idea! It's hard to do—but I'm with you! Every time I get 'clogged up' I stop reading and start thinking."

That last phrase will bear re-reading.

—8-pt—

I've always thought of the Pennsylvania as an efficiently operated railroad, but not as being particularly human. But when I sat down in one of its dining cars (and it interests me to



note that some time since the Pennsylvania abandoned its attempt to rechristen its diners "restaurant cars") and met Raleigh Crews, for twenty years a chef on Pennsylvania diners, mixing salad dressing on the cover of the menu, I experienced a friendlier feeling at once for this red railroad.

"Well," said Mrs. Bodkins, who was traveling with me, "that's interesting—to think they are so particular on these diners that they make their salad dressing. I supposed of course they'd use bottled salad dressing."

Curious! To me the picture meant good-will; to Mrs. B., good salad!

—8-pt—

Vernon R. Churchill, of Honig-Cooper Co., San Francisco, submits a letter of application his firm received in answer to an advertisement, which he offers as proof that the applicant is "suffering from advertising exposure."

Your advertisement in Sunday's *Examiner* for advertising man with opportunities for advancement has interested me. I have not been directly connected with any advertising firm, but have some knowledge of the profession, which I gained through a friend of mine who is a bill poster.

I should say he was somewhat under-exposed, even for an outdoor subject!

—8-pt—

I see by the papers that H. Gordon Selfridge stated the other day that we Americans take business too seriously. "I look on my business as a hobby," he is quoted as saying, "and when it begins to worry me I take a trip."

I begin to understand now why Selfridge has succeeded in building so substantial a retail business in London when even his best friends predicted that he couldn't make a go of it. Whenever he came to a stone wall, he took a trip and got far enough away to see over the top of it; then he got a running start and jumped it!

I record this for the benefit of any subscriber who has decided that he is going to be so terribly busy this summer that he can't take time for a vacation.





What Youth Wants— It Finds a Way to Buy!



Display your product before this national play-market of get-what-they-want young people in the Youth's Companion.

Spring will soon hold sway over the corner lot baseball field, the old swimmin' hole, the streams, the golf links, etc. Motoring, camping, hiking, traveling and frolicing will soon begin.

Start now to broadcast your message every Thursday to this market which buys by far the largest majority of all sporting goods sold. Cash in now—there's 225,000 of them who'll find a way to buy what they want.

On July 1st, rates will increase \$100 a page on a guarantee of 250,000 net paid circulation. Buy Now in This Rising Market.

Rebate Backed Guarantee.

THE YOUTH'S COMPANION

8 ARLINGTON ST.

BOSTON, MASS.

An Atlantic Monthly Publication

Answering Half-Truths

By E. P. Corbett

Sales Letter Division, The National Cash Register Company, Dayton, Ohio

THE writer of the article in your issue of April 21, "Is Direct Mail Losing Its Directions?" certainly is to be commended. Not for what he said, but for saying it and thereby giving opportunity for the exponents of Direct Mail to answer his half-truths.

Criticism such as that referred to is merely a sign of the times—an indication of a perhaps natural, even if unconscious, resentment of the fact that Direct Mail has cast off its swaddling clothes.

The writer of the article implies much but specifies little. His article was written in the indirect way in which much advertising is written. He does not drive straight to a given point. Yet there is, of course, some basis of truth in his criticism. Far be it from this writer to contend that all Direct Mailers are broad in their views. It is more than likely that a considerable number of them do condemn other forms of advertising. It is equally true that there are many publication advertising men who will not admit that Direct Mail has a legitimate reason for being born. But what does all that prove?

The writer of the article lists a few "peculiar disadvantages" of Direct Mail. One, "Lack of standardization of sizes and shapes makes it unhandy to be kept or filed." True enough, but in most cases we do not expect it to be kept or filed. All we ask is that it deliver the message. How many magazines are kept and filed, and of those filed, how many advertisements are later referred to?

Two, "It may be delivered at a highly inopportune time, whereas a recipient will choose his own good time to read a magazine, no matter when it arrives." True again. We'll just balance our chance of our direct mail piece not being read against your chance of having the reader of the magazine ("in his own good time") happening to see your advertisement among hundreds of others.

Three, "It may never reach a very busy man, an important executive, because this man necessarily has his miscellaneous mail censored, though

possibly not his periodicals." And again true, but all direct mail does not go to executives. Then again, the busy man can be reached at home. And will the busy man who has no time to look over his mail, plow through hundreds of advertisements to find yours?

Four, "A high-grade proposition submitted through the mails may

suffer from poor company—non-descript mailing pieces of a much lower character." Aside from the quite obvious answer that such a dire possibility is merely a spur to us to make our direct mail so good that it will stand out, is the equally obvious rejoinder that not all advertisements rank 100 per cent pure.

[CONTINUED ON PAGE 64]

Much Room for House-Cleaning

By Ben J. Sweetland

Sweetland Advertising, Inc., New York

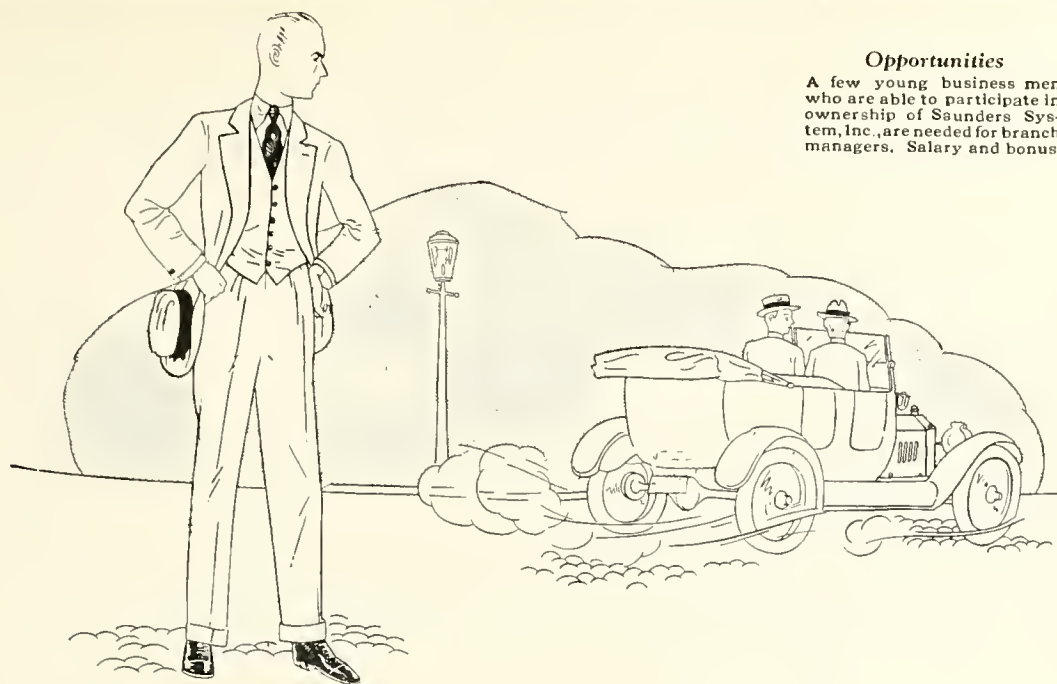
IF those in the direct-mail advertising field were to claim that this form of advertising was a panacea for all business ills; that it could be used with greatest economy and efficiency in all merchandising problems to the absolute exclusion of all other forms of advertising—then the author of "Is Direct Mail Losing Its Directions?" in the April 21 issue of this publication is substantially correct.

But let us pause with this "You are—I ain't" schoolboy stuff and look squarely on the direct-mail side of the question. It is true that there is much room for housecleaning. Most knockers of this form of advertising are those who have used it without results. And, in most cases an analysis of these unsuccessful attempts will quickly reveal the reason for the failures.

Periodical advertising has always been, and always will be, a vital factor in merchandising. I never expect to witness the day when it will be replaced by direct-mail or any other form of advertising, but I will see the time when advertisers will be using the mails to a far greater extent than now in furthering their business.

The better advertising agencies are deserving of a large part of the credit for the present day high standard of advertising. These agencies will also welcome the day when the general advertising public has a clearer conception of the important part direct-mail advertising plays in merchandising. If you don't believe this, answer one hundred advertisements and watch the follow-ups. You will be amazed to find how poorly most advertisers handle inquiries received. The sales literature you will receive, in many cases, will be poorly printed, will not be mailed to you promptly and will often miss telling you what you wanted to know regarding the product advertised.

There are no doubt people in the direct-mail field who will make extravagant claims for anything bearing a postage stamp, just as there are a few advertising agencies who will promise anything just to get a good appropriation. It seems, then, merely a matter of using the same good judgment in selecting a direct-mail organization or advertising agency as would be exercised in hiring an employee. Judge them by past performances and their ability.



Opportunities

A few young business men who are able to participate in ownership of Saunders System, Inc., are needed for branch managers. Salary and bonus.

The Saunders' Hated to Borrow!

—so the Saunders System was started!

BACK in 1915, there was a sign on a certain Omaha office door—"Saunders Company, Real Estate."

Real estate prospects, be it recorded here, were not too numerous in Omaha at that time. The Saunders brothers literally had to dig them up. And once they had them, there was always the problem of conveying them to the real estate in which they were interested.

The Saunders' didn't mind walking! But the "prospects"—that was a different matter. So the Saunders boys fell into the convenient habit of borrowing an old Ford from the man with whom they shared the office.

For a while, the plan worked well. But the Saunders' *hated to borrow!* Why, they argued, shouldn't there be some plan whereby a mere pedestrian might *rent* himself into the more affluent *motorist class*.

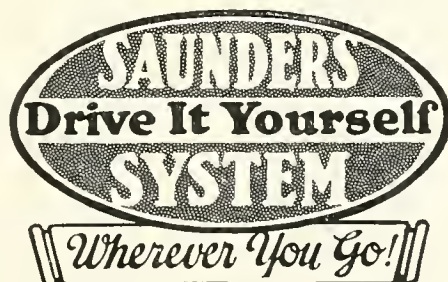
They thought and studied and puzzled. One day they conceived a hazy idea which has since blossomed into the "Saunders System". They bought an old, wheezing Ford touring car, and advertised in the classified section that it might be rented *by the mile*.

People were interested. Another car was purchased and a garage rented. In 1917, just two years after they launched the first Drive-It-Yourself idea, the four brothers and father leased a downtown garage, where with a large stock of cars they began business on a broad scale and laid the foundation of a national chain.

Together, during these years, this father and four sons have worked—until today the Saunders System is serving the entire nation through eighty-five stations in principal cities. Saunders cars last year were driven by customers twenty million miles!

The Saunders System has been successful, because it is based on an *idea*:—the renting *by the mile* of a car you can *drive yourself*. You pay only for actual mileage used. The Saunders System pays all upkeep, repairs, and other expenses.

Today thousands of persons are driving cars for business or pleasure—simply because *the Saunders' hated to borrow*.



Main Office: 1210 Wyandotte St., Kansas City, Mo.

Chicago Office: 4860 Broadway

85 Branches in Principal Cities

"How Much Will It Cost to Start a Direct-Selling Business?"

[CONTINUED FROM PAGE 24]

almost to the dollar in every essential respect. But I must say here, parenthetically, that these figures probably would not apply unchanged to any other business in the world. They were developed after weeks of intensive study of that particular business and are based on the records of scores of other firms in the same and similar lines. Please don't imagine that you can casually adapt them to your own totally different type of merchandising. The point is that instead of trying to guess how little investment he can "get by with," the manufacturer who seriously considers selling direct should ask—and answer—certain definite questions. The first of these is: "What plant capacity have I available for a direct-selling business?"

Not a few direct-selling businesses have been wrecked because this first question was not asked or was answered with a casual "get me the orders and I'll produce the merchandise." When the business did begin to come in, the plant was probably running to capacity filling orders from the old trade; and deliveries were held up until the customers demanded their money back and the agents quit in disgust.

After the capacity for production is determined, the next and most fundamental question to be answered is: "How many units of sale do I want in my first year of selling direct?" The intelligent reply to this question will determine the volume of business that the direct-seller who knows his percentages will attempt to secure during the first season. The sailing, after the first experimental year, is comparatively easy, for the first year's experience will form the groundwork for all future plans.

HAVING decided the number of units to be sold the first year, the next job is to arrive very accurately at the bare cost of manufacturing each unit. Figures on office overhead, shipping cost, etc., of a straight-line business are estimated on a very different basis from that used in selling to the trade. In direct-selling there are no regular salesmen's salaries or expenses, no credit losses. The safest plan is to base all plans and percentages on this actual factory cost per unit. Naturally, if the direct-selling business is to be only one of many other outlets (retail stores, jobbers, etc.) for a big production, the cost of each unit sold direct will be much lower than if the business is to be devoted entirely to straight-line marketing and has to

carry the whole burden of overhead. Then, of course, the business will pay the penalties of the comparatively small volume of sales and production which will be obtained during the early days of the business. Once the desired volume of sales and the manufacturing cost per unit are determined, the next step is to decide upon the selling price. This is, perhaps, the most difficult of all questions to answer, because it involves so many factors.

If the article is to meet the competition of retail stores and of already established direct-selling firms, and if competition is keen, the price must naturally be made to meet or beat this competition. Then, in addition to the overhead expense and the cost of manufacturing, must be considered the element of competition, often the determining factor in arriving at the selling price.

IT is no secret that the department stores are out to "get" the direct-sellers of hosiery, with the idea that by underselling the hosiery "canvasser" they will strike a blow at all direct-selling competition. Hosiery has been made a leader to attract women into the stores, week after week and month after month. Profits in selling hosiery have been almost forgotten; prices are often figured on the basis of bare manufacturing cost, without even adding overhead expenses. The manufacturer who starts today to sell hosiery direct must arrive at his prices to meet this competition and must be prepared to fight for every dollar of business he gets.

On the other hand, if the article is a specialty on which there is little or no competition to meet, the price can be made as high as the public will be willing to pay for the service which the article renders. The manufacturing cost then becomes a minor factor and demand or market governs the selling price. Household appliances, novelties, automobile devices, and countless other specialties sold direct are examples of such products. The unit profit in these lines is often enormous but it is justified by the great services the articles render.

Scientific analysis of the market and actual testing of various price ranges will eventually determine the correct selling price for the article—the price which will yield the greatest net profit on the business at the end of the year, not always the price which yields the greatest net profit per unit sold.

A vital factor in fixing the correct selling price is the commission to be

paid salesmen, the over-writing commission for district managers (if the district manager plan is used), bonuses, prizes, "free goods" and other extras.

Naturally these commissions must be covered. The final selling price to the consumer must not be out of reason. At the same time, the commission should not be too low or salespeople and district managers will not be interested.

ON some competitive lines the commission is as low as 10 per cent of the price to the consumer, plus some form of bonus for a given volume of net paid business (sales less returns of refused C.O.D.'s). The usual commission is 20 per cent, plus a small bonus. On many specialties, the commission is as high as 30 per cent and it goes up even to 50 per cent on some articles on which the cost is "blind" and the demand good. These high commission rates are ordinarily paid only on articles where the unit of sale is small, usually less than a dollar. Instances of this are "mending fluids" selling at about thirty-five to fifty cents a tube; toilet goods, and food products. The cost of raw materials and manufacturing is small and so is the selling price. Therefore the percentage of commission is usually high to enable salespeople to make a fair income.

The refused merchandise and returned goods factors must also be considered with great care. These are expenses which are part and parcel of direct-selling as shipments are usually made C.O.D. either to the agent or to the consumer, for the net price—the balance due after the commission is paid the agent (in the form of the customer's deposit).

Refused shipments represent one of the "griefs" of the direct-selling business and can never be completely eliminated. Too many factors enter into this phase of the business to be discussed at any length in this paper. Even though the salesman collects an advance deposit on every order, shipments are refused. Naturally the percentage is not fatal or a profitable house-to-house business would be impossible. Experience shows how to reduce such returns to the minimum. In the wearing apparel field—men's suits, women's dresses, etc.—unlifted C.O.D.'s are often as much as ten or fifteen per cent of the total business received. On the other hand, there are firms which, because of the nature of their products or selling methods, suffer but two per cent refused shipments.

Returns of paid-for orders, on the

Appeals to the active
major operating executives
of large manufacturing companies

MANUFACTURING INDUSTRIES

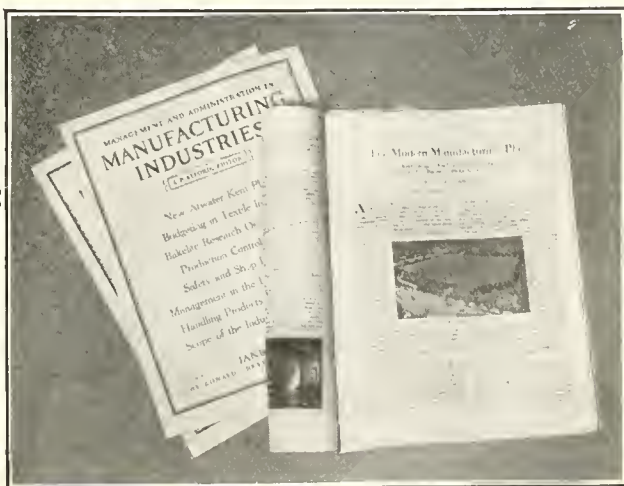
15 East 26th St., New York, N. Y.

RUTLEDGE BERMINGHAM

Advertising Manager

Publication of
The Ronald Press Company

Member A.B.C.—A.B.P.





Who let loose this deluge?

Contents of
The Three Circles
for May, 1926

Frontispiece: "No Suitable Substitute" · A tip from the Employment Office · The continuity Writer · Two Advertisements: Illustration · Help! help! Mr. Noah · Swelling the Deluge (Illustrated) · The Art of Worldly Wisdom · Peculiar Habits—V · Success is Threatened · Editorial Comment for May ("Quiet of the home" aids selling · Encouraging advertising by word-of-mouth Two advertisers choose right mediums) · Talking Shop and things out of shop.

The Three Circles is published on the first Tuesday of each month for executives who are interested in the use of direct advertising as a definite advertising medium.

Vol. VII. No. 11 Serial No. 83

AMONG other timely articles in the May issue of The Three Circles is one, "Help! help! Mr. Noah," that should be of interest to readers of Advertising and Selling Fortnightly.

Prompted by two advertisements in the April 7th number of Fortnightly, the article is a contribution to the current discussion in this and other publications on the logical use, the advantages and the disadvantages of direct advertising as a definite advertising medium.

Only a few extra copies of The Three Circles for May were printed. They will be gladly sent to sales and advertising executives upon request.

EVANS-WINTER-HEBB Inc. Detroit

822 Hancock Avenue West



The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both personnel and complete facilities: Marketing Analysis · Plan · Copy · Art · Engraving · Letterpress and Offset Printing · Binding · Mailing

other hand, can be very effectively checked. If the article is worth the money for which it is sold, if it renders the service claimed for it, few orders will be returned once they are paid for—and then usually not for a refund of the money but for exchange. Virtually all direct-selling is done on the basis of an absolute guarantee, either expressed or implied, that the customer must be satisfied or the money paid will be refunded promptly by the seller.

Of course, if the article is of such a nature that it can be put back on the shelves when returned and resold later, the expense of returned goods will be low—only handling expense plus postage. On the other hand, if the article soils or otherwise deteriorates so that it cannot readily be resold when it is returned; or if it is made up specially like made-to-measure clothes or custom-made shirts, there is a loss to be absorbed. Then returns are a more serious factor. Still, this factor is not so important as the uninformed might believe.

SELDOM is a firm selling the straight-line way able to make a net profit (unless its volume of business from other sources carries a great proportion of the overhead) without doubling its manufacturing cost to arrive at the selling price. Thus, if an article costs \$10 to make, it should, ordinarily, be sold for \$20. Allowing a commission of 20 per cent or \$4 to the agent, there remains a margin of \$6, or 30 per cent of the selling price, to cover overhead, advertising, returned goods and all the other expenses of doing business. The figure given is based on shipment made "C.O.D. for the balance, plus postage charges." If the manufacturer pays the postage, the price should be made high enough to include it. This way of figuring is, of course, only one of a half-dozen. Many firms which do not have serious competition to meet set their selling prices much higher. Others, in intensely competitive lines, have to be content with less.

One other thought should be kept in mind when determining the selling price: While it need not be lower than the retail price of a similar article—or even as low—value must be given to the consumer in some way.

Often this value does take the form of a saving in price, as in the made-to-measure clothing industry which offers clothing at much lower prices than the local custom tailors. In other lines, the prices are no lower than the store prices for the same articles, as is often true of hosiery sold direct. Or the price may even be slightly higher. But a worthwhile service is rendered by offering a wider range of colors, newer fashions, freshness (in the case of food products), more intelligent salesmanship, the convenience of home buying, and the absolute guarantee of "satisfaction or money refunded." In specialties the service rendered by the articles is usually such that it can safely and conscientiously be sold at

[N.B.] This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.



When a "Highlands lassie" becomes Mrs. Ft. Thomas

BEFORE her marriage, Mrs. Ft. Thomas was a belle of the Kentucky highlands. She golfed and rode and danced—she was always busy.

Today, as the wife of prosperous Mr. Ft. Thomas, she still golfs and dances—her bridge club, her Parent-Teachers' Association, a host of other activities claim her attention, too. But she still has time and money to indulge her love for beautiful things. She knows what she wants—and she can afford to buy it.

Now you may ask, "Where does

Mrs. Ft. Thomas get her shopping information?" Perhaps these figures will tell you: In all of Ft. Thomas are 1,285 residence buildings. Here, 741 Enquirers are delivered every day.

But such coverage of potential buying power is not the only fact of interest to the advertiser. He wants to reach his readers at a time when their minds are receptive to his message. Could there be a better time, Mr. Advertiser, than that morning hour, just before the shopping trip, when the housewife's thoughts are centered on buying?

I. A. KLEIN

New York

Chicago

THE CINCINNATI

"Goes to the home,



R. J. BIDWELL CO.

San Francisco Los Angeles

ENQUIRER

stays in the home"

The Best Ready-to-Wear Merchants In Your Town Read—

Nugents
The Garment Weekly

NUGENTS is the business paper of merchants everywhere who sell Women's, Misses' and Children's Ready-to-Wear garments.

Furthermore, NUGENTS is exclusively a Ready-to-Wear paper and goes to no one else.

11,000 leading retailers of Ready-to-Wear pay \$6.00 a year to have NUGENTS come to them every week in the year.

NUGENTS tells them where to buy—

NUGENTS tells them how to sell.

If your client makes Ready-to-Wear and sells to the retail trade—NUGENTS is the one paper that will get his line before the country's Ready-to-Wear Buyers at low cost and with minimum waste circulation.

Published by
THE ALLEN BUSINESS PAPERS, Inc.
1225 Broadway, New York
Lackawanna 9150

prices many times higher than the cost of manufacturing with assurance that a big business will be done.

In highly competitive fields firms will often start by offering amazing values and large commissions, even though they suffer losses. This drastic policy enables them to break into the field at once, to attract a big following of salesmen and to do (as they hope at least) an enormous business. Firms which start on this basis "go broke" with discouraging regularity. But while they last, they make the going mighty hard for everybody else in the business.

SOME firms enjoying a regular trade through retail channels make the selling prices for their house-to-house business so low that they barely break even on it at the end of the year, being satisfied to get added volume and thus decrease the overhead cost per unit chargeable to the entire business. Many manufacturers are satisfied with a small profit to keep their plants running during slack season. The last factor is sometimes extremely important because the season in direct-selling rarely corresponds exactly with the season when the jobber and retailer buy. Even considering the current habits of hand-to-mouth buying, retailers must buy their stock considerably in advance of the consumer-buying season, and when consumers are buying, retailers will send in only a few fill-in orders. The house-to-house agent, on the other hand, does not wait for people to come to him and buy. He takes the merchandise right to their homes and sells it in advance of the season, during the season, and after the retailers ordinarily consider the season to be a matter of history.

With an item in which style predominates, as millinery, the manufacturer offers to the customers, through agents, the styles which the retailers' advance purchases have definitely shown to be favored.

All the factors mentioned above must be carefully considered in fixing the selling price and the commissions to be paid—as well as factors referring to the particular product to be sold.

Let us assume that a manufacturer has determined on these. Simple arithmetic will tell him his expected volume of business in dollars and cents. On that figure must be based the cost of operation.

One important thing must be kept in mind: The manufacturer in thinking about his volume of business should consider the *net* amount he receives and not the selling price to the consumer. In calculating volume, he should first deduct all commissions paid to salesmen, district managers, all bonuses, etc., and figure net paid business only.

Thus, if he sells \$250,000 worth of merchandise at the customer's price and pays the salesman 20 per cent, or \$50,000, he should say that he did a \$200,000 business—not a \$250,000 busi-

ness—and all his computations and estimates would be based on the \$200,000 figure. The manufacturer, we now assume, knows what his volume of business is to be in dollars and cents. He knows his cost of manufacturing and his gross profit. From these figures he must now arrive at his cost of doing business, which will include advertising and sales literature, all his expenses and salaries, cost of operating shipping department and cost of cartons and postage (if he pays postage). How is he to determine this cost of doing business?

Obviously it will vary with every different kind of product and selling plan. Any figures which I give in this paper, or in the budget which accompanies it, are merely suggestive. They probably would not apply unmodified to any business in the world other than the particular one from which they were taken.

The advertising cost frequently runs to about ten per cent of a direct-selling business. It is usually best to start with a higher percentage in the estimate because in the early stages much testing of various appeals will probably be done. Until the manufacturer and his agency know the advertising appeals best suited to the particular business and the best media to use, there is bound to be a certain percentage of early waste which will later be eliminated. No matter how well worked the field or how much experience has been accumulated in it, no one can foretell precisely what the best appeals and the best media will be. Most of this waste will be eliminated if experts in direct-selling are called in when the advertising and selling plans are made, but there is bound to be an apparently "irreducible minimum" of waste at first.

THIS figure of 10 per cent is merely an arbitrary suggestion. Frequently it can be made much higher, if the cost of manufacturing is so low as compared with the price that more can be paid for selling expense of every unit and still leave a substantial profit. And, again, it can often be made lower. One of our clients operated during his first season at 7 per cent for advertising space; another required 18 per cent, which was lowered after the first season to 12.45 per cent and after the first year to 9.28 per cent.

Office salaries and office expenses can be estimated with fair accuracy and depend on the volume of business to be done. If the volume is large, the cost per unit will naturally be less. A capable direct-selling executive can frequently be employed for \$5,000 a year plus an interest in the profits or a commission on net sales over a given figure.

Expense of follow-up literature to convert inquiries into agents or to stimulate agents to send in more business can be calculated with reasonable accuracy—hearing in mind that it is dangerous to underestimate it.

Experts can also determine with fair

INEVITABLE

as

Compound Interest

How Good Housekeeping has attained its position in the field of Building Material advertising.

STANDARDS of living in the United States have attained a point unequalled elsewhere in the world.

Our homes are more beautiful, more comfortable, more efficient, more satisfying in every way.

The share of women's magazines, such as Good Housekeeping, in raising and maintaining the standard of living at a high level, is one that cannot be ignored.

And among the women's magazines, which one leads in this respect? What is the judgment of manufacturers of

nationally advertised merchandise—the keenest judges of values—in appealing to women?

To be more specific, what is the consensus of opinion among advertisers of Building Materials, as indicated by their actions in placing advertising during 1925, in the six leading women's magazines?

Good Housekeeping, 65 accounts; the second magazine, 21.

Good Housekeeping, 39 exclusive accounts; the second magazine, 2.

Good Housekeeping, 151 $\frac{1}{2}$ pages; the second magazine, 33 $\frac{2}{3}$.

Such a position is the natural result of faithfully serving its readers. The Good Will which it indicates has grown as inevitably as compound interest.

GOOD HOUSEKEEPING

CHICAGO

NEW YORK

BOSTON

This is the second in a series.

TO INCREASE SALES All Selling Efforts Must Co-ordinate



WOULD you like
to know how we can help you to get a
substantial increase in volume of busi-
ness without disturbing your present
sales and advertising program?

The function of this organization is to
create, develop and produce resultful
direct sales promotion campaigns.

—campaigns that co-ordinate all the
client's selling efforts in a unified drive
to get more business—economically.

When will it be most convenient for a
representative to call and tell you more
about how this can be done?

*You incur no obligation
when requesting a repre-
sentative to call.*

WILLIAM GREEN

a Corporation

Complete Direct Advertising Service and Counsel

Sales Promotion & Marketing & Merchandising

Offices: 627 West 43d Street, New York City

accuracy the other expenses involved
in starting a direct-selling business—
office expenses, shipping expenses, re-
turns, etc.

The price of the unit is vital in fig-
uring percentages. It usually costs
almost as much to handle a dollar or
five-dollar order as a fifteen-dollar or
even forty-dollar order, and yet the
profit from the bigger sale is many
times the profit from the smaller.

"How much will it cost to start a
direct-selling business?" No flat sum.
can summarily be stated, of course.
The cost depends on the kind of prod-
uct sold, its market, the facilities for
making it, and many other factors
which only an expert survey will re-
veal. In this paper I have tried to
indicate the questions a manufacturer
must consider carefully before he
starts—factors which are too often
overlooked by the uninitiated.

Planning a successful, permanent,
house-to-house business involves much
more than merely running advertising,
sending lines and filling orders. Be-
hind every profitable direct-selling
business is a carefully laid-out plan
resolved into dollars and cents—a
budget of sales and expense—which
can be determined only after skillful
analysis and research. No! Selling
direct is *not* an easy business in which
everyone makes a fortune overnight.

[This is the second of a series of articles
by Mr. Flarsheim. In an early issue he
will discuss "High-Brow and Low-Brow
Types of Direct-Selling."—EDITOR.]

Klau-Van Pietersom-Dunlap- Younggreen, Inc.

Milwaukee, will direct advertising
for the Moe-Bridges Company, same
city, manufacturers of residence and
commercial lighting fixtures.

Frauk Kiernan & Company

New York, announce the removal of
their office to 41 Maiden Lane.

Francis Brooke Farley

Formerly connected with advertis-
ing departments in Stromberg-Carlson
Tele. Mfg. Co. and Charles Freshman
Co., Inc., has been appointed advertis-
ing manager of F. A. D. Andrea, Inc.,
New York.

The G. Lynn Sumner Company

New York, announces the removal of
its offices to the Murray Hill Building,
285 Madison Avenue.

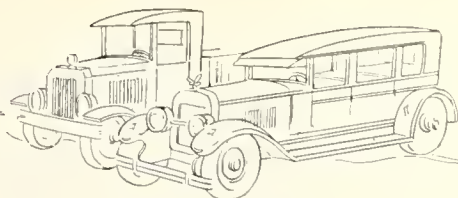
Pratt & Florea, Inc.

New York, will direct advertising of
the Seaford Harbor, Long Island, de-
velopment for the O. L. Schwencke
Land & Investment Company, New
York.

Ralph D. Henderson

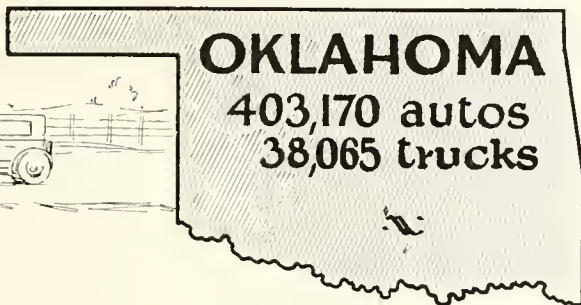
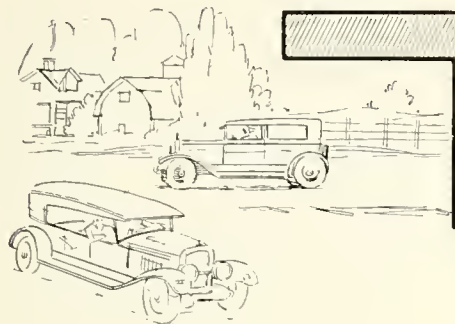
Formerly head of the service depart-
ment, has been appointed advertising
manager of the *Houston (Tex.) Press*.
Mr. Henderson replaces A. G. Norment,
who will take charge of the national
advertising department.

Which Southern states



have the most autos and Trucks

?



FIGURES show that Oklahoma leads every Southern state except Texas in number of automobiles. Comparing populations, Oklahoma also leads Texas—for Oklahoma has one auto to every 5 people, while Texas has only one auto to every 5.7 people.

Oklahoma leads all Southern states except Texas and Florida in number of trucks. Florida's large total is, of course, due to the abnormal building boom in that state.

It is an important fact that six of the states with many less automobiles and trucks than Oklahoma have several hundred thousand more population. Oklahoma is only 37 years old—yet, look at the record of leadership that this state has won for herself!

During 1925 automobile sales in Oklahoma exceeded the previous year's record by 27%; truck sales showed an increase of 47.2%! All indications point to the fact that Oklahoma is now entering the third successive year of record-breaking crops. Oklahoma, more than ever before, is a big market for autos, trucks, tires and accessories of all kinds! Throughout the whole of this prosperous farm market the Oklahoma Farmer-Stockman reaches and influences the farm buyers . . . it is the state's *one* farm paper!

It is only natural that the greatest sales increases should take place during the years that Oklahoma farmers have big cash crops — for when Oklahoma farmers prosper, the entire state prospers. This rich trade territory is 73.4% rural!

Jan. 1, 1926	No. of Autos	No. of Trucks
Texas	817,765	91,700
Oklahoma	403,170	38,065
North Carolina	343,115	28,903
Virginia	257,446	36,100
Florida	257,278	50,038
Kentucky	231,854	26,474
Tennessee	222,931	25,211
Georgia	199,912	30,670
Louisiana	175,980	31,000
Alabama	172,136	23,193
South Carolina	154,929	16,265
Mississippi	154,743	18,126
Arkansas	147,189	24,253

Carl Williams
Editor

**The OKLAHOMA
FARMER-STOCKMAN**
Oklahoma City

Ralph Miller
Adv. Mgr.

E. KATZ SPECIAL ADVERTISING AGENCY

NEW YORK

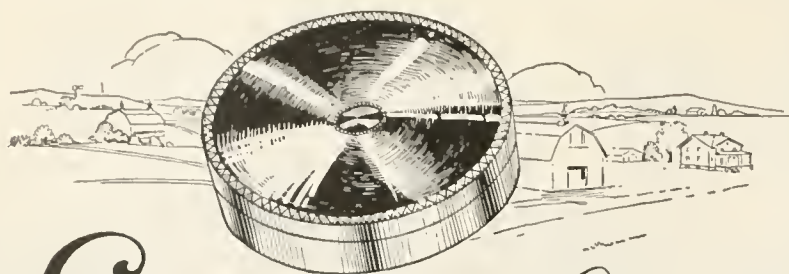
CHICAGO

DETROIT

KANSAS CITY

ATLANTA

SAN FRANCISCO



Compacts-for Farmers' Wives!

Yes, you'll find them, just the same as in city boudoirs. Broadway and Main St. are beautified with the same lipstick.

More than 150 out of 200 dealers agree that farm sales of face powder are increasing. More than half the dealers say compact sales in farm territory are increasing.

One brand of face powder, widely advertised to farm women, has nearly a third of the total reported sales.

Cosmetic sales to farm women can be increased, and demand centered on specific brands, through advertising.

But there's no use telling the men about it.

Concentrate your sales talk to women through publications that farm women read.

THE FARMER'S WIFE is not read by men. It does not interest city women. It is the only magazine in the world that interprets women's interests from the farm viewpoint.

And 800,000 farm women read it regularly.

THE FARMER'S WIFE

A Magazine for Farm Women

WEBB PUBLISHING COMPANY, PUBLISHERS

St. Paul, Minnesota

Western Representatives
Standard Farm Papers, Inc.
307 North Michigan Ave.
Chicago, Illinois



Eastern Representatives
Wallace C. Richardson, Inc.
250 Park Avenue
New York City

Members Audit Bureau of Circulation

Advertisements Sent by Radio

[CONTINUED FROM PAGE 26]

scribed, appearing simultaneously in the newspapers of those three cities. With keen perception and taking into account the present limitations of the apparatus, the advertiser exercised special care in producing illustrations and type matter best adapted to reproduction under the existing conditions. The results have been reported as highly satisfactory, although the British general strike, breaking at this time, somewhat curtailed the publication in England and thus caused a worthy effort to lose some of its effectiveness through sheer bad luck. This, incidentally, holds the record for the first commercial photograph sent over from this side by the radio process.

THE nature of the process and the machines which handle the transmission would best be described by an expert radio mechanic. For present purposes suffice it to say that such transmissions are governed by the physical limitations of the apparatus. The largest piece which it is possible to send at one time consists of a strip 11½ in. long by 4¼ in. wide. As in the case of the Wanamaker advertisement sent from this side, several strips were necessary, these being assembled at the other end and pasted together to form the complete piece. While in the case of an advertisement of this nature such pasting together is quite practical, obviously the same would not hold true of a picture of a single person, object or scene which might be jumbled in the assembling.

The function of the Radio Corporation is purely that of the transmitter. Photographs to be sent are delivered into its hands on one side of the ocean and delivered by it into the hands of a party addressed on the other side. Whether the matter thus handled happens to be news or advertising makes no difference to the R. C. A., and the charge is the same in either case—fifty dollars for the first three and one-half inches of strip and fifteen dollars for each additional inch or fraction thereof; everyone accommodated so far as the equipment will permit.

Everyone realizes that this radio transmission process is in its infancy. The results to date have been somewhat crude in many cases. Photographs which present sharp contrast and are lacking in minute detail reproduce quite satisfactorily, although often photographs of which the reverse is true appear as rather meaningless streaks of ink. This condition is something which only experimentation and constant practice can hope to overcome, but the quick popularity of the process and the warm support which it has been receiving both from newspapers and advertisers promise it the needed

financial support. A year from now—or even less—the products of this process may look quite as different from those of today as does the modern aeroplane from its prototype of ten years ago.

The transmission of advertisements by radio photographs—"Photo-Radio-Advergraming" as Wanamaker calls it—is not a mere "stunt" as so many may have concluded; neither is it a passing fad. Practical today and with the promise of far greater practicality, filling a need which has been felt more and more in our commercial life, it has come to stay and come to develop. At least two progressive advertisers have grasped it and, if we may hazard a prediction, many more are going to do so before a great while has elapsed.

G. Grenville Hunter

Formerly of Thomas F. Logan, Inc., New York, has joined Winsten & Sullivan, same city, as merchandising and general sales counselor.

Sherman & Lehair, Inc.

New York, will direct advertising for the Sarnoff-Irving Hat Stores, Inc., manufacturers of men's hats.

The Freeman-Palmer Publications

New York, have recently purchased *Service Station News*, Los Angeles, Cal., and the *Western Canner & Packer*, San Francisco, and have transferred them both to their San Francisco executive offices. The New York executive offices have been moved to the Candler Building, 220 West Forty-second Street, New York.

George J. Kadel

Recently sold out his interest in Kadel & Herbert, a news feature photo service, of which he was senior partner, and has been appointed manager of the news picture division of Underwood & Underwood, Inc., New York, succeeding Frank A. Eaton, who has been elected a vice-president of the corporation.

Zero

Has established an independent art service with offices at 270 Madison Avenue, New York, Room 1404.

"Motorcoach"

Is the name of a new magazine dealing with motorcoach travel, published by the William F. Noll Company, Inc., 1457 Broadway, New York City. It will be distributed directly to the patrons who ride on the buses and motorcoaches throughout the country. Mr. William F. Noll is president of the corporation. The publishing of *Motorcoach* and the general management of the organization is in charge of Charles A. Sheehan, for many years identified with transportation, publishing and advertising interests, K. H. Stark, formerly advertising manager and secretary of F. A. D. Andres, Inc., will direct the editorial department.

**bragging about
not being first in
a field may
seem unduly modest
but we like
to make sure everyone
knows exactly where
we stand—
the recent P. O.
statements show
March circulations
of Detroit Sunday
newspapers thus—
News 347,417
Times 332,365
Free Press 273,755**

HOUSE TO HOUSE SELLING

Are you following the interesting articles on direct selling by Henry B. Flarsheim, secretary of the Marx-Flarsheim Co.?

The second article of the series, "How Much Will It Cost to Start a Direct Selling Business?", appears on Page 24 in this issue. This series will be invaluable to the executive who is desirous of getting complete details of this much-misunderstood plan of reaching the consumer.

Mailing the coupon below will assure you of the balance of the house-to-house series of articles together with every issue for a year at a cost of \$3.00. The house-to-house series alone is worth that.

Advertising and Selling,
9 East 38th St.,
New York, N. Y.

Please enter my name for a year's subscription. Send me a bill for \$3.00 after I receive the first issue.

Name

Position

Company

Address

City

Growing Pains of a Giant Industry

[CONTINUED FROM PAGE 20]

to be least; those which, in a word, are most simply designed.

Another factor in this ruthless elimination of the less fit lies in the dealer-policies of the makers. The two seasons of 1924 and 1925 were such a minting time for the manufacturers that they overlooked the costs of keeping machines sold. The expense for this extended servicing falls upon the dealer, whose leeway has hardly sufficed. Should the manufacturers persist in their present policies of narrow margins for the dealers, another season will see their boasted "more than 5000 dealers in the United States" converted into mighty boomerang of wail.

First sales have been the easy sales. The public has waited to get rid of the iceman's drip; and selling of electric refrigerators began with the well-to-do, many of whom paid cash. With, however, the intensive campaigns laid out for 1926, the new device will enter a couple hundred thousand homes of lesser wealth, principally on deferred payments but with also a large sprinkling of "trial installations" and with untold thousands of owners who have not the slightest conception of things mechanical, such, for example, as those who never will remember the weekly "defrosting"; or, for another, those countless women of high-strung nerves who will "jump to the ceiling, every time that old motor starts," and whose husbands will frantically telephone the dealer to remove "the darned contraption" before nightfall.

More generous "discounts" must be allowed the dealer. For upon him mount up all these intangible costs of servicing, of demonstrating, of keeping the equipment sold against dissatisfaction.

IN the marketing of the electric refrigerator is another element which may have been overlooked. The mere fact that the new invention has stormed the domestic market does not mean that former ice-making methods will go into the discard without a murmur. Should anyone, with money at stake, have lulled himself into thinking that the iceman is about to decamp, let him go to a library and read the files of the ice and refrigerating journals for two years past. In the proceedings of national and regional conventions he will find two highly interesting themes. (1) There is much ill-tempered fault finding, but the cursing is not directed altogether, as might be expected, against electric refrigeration for its inroads into their business; rather, the bemoaning is against themselves for short-sightedness in past years for hav-

ing been slovenly in business methods when the world was at their feet. (2) Amazing reports and surveys appear in the proceedings to indicate the wealth of uncultivated business for "the iceman and his ice." Like the hated coalman of wartime years, the iceman has been so generally scolded by the housewife that she has overlooked his virtues, until now out of clear skies comes an avalanche of double-page spreads from coast to coast extolling the economy and the healthfulness of refrigeration. A chunk of ice in a thoroughly insulated box remains, despite the wonders of electric refrigeration, the most efficient and the cheapest cooling method for the ordinary home that wants "ice" but five months of the twelve. The icemen, individually, may resort to ridicule and vituperation; collectively, however, they are preparing to tell their story as never it has been told.

MAKERS of ice-boxes report unprecedented spring sales volume for the current year, while ice makers are preparing to explain to ice customers the value of cork insulation, of wood versus metal for cabinets, of the manifest economy of the 100-pounds icebox as contrasted to that with a 25-pounds ice chest. At the same time, icemen have become sales agencies for certain iceboxes which they approve for efficiency, rather than to continue in the indifference of the past when the householder was allowed to purchase of the department store the cheapest icebox he could find, and never urged even to so slight an investment. Today, with God-given publicity for all refrigeration, the iceman has turned salesman; first, for iceboxes to create demand for his own product; and, second, to sell his own commodity in the face of the housewife's prejudice so recently stirred into consciousness.

Meetings of their associations remind one of the cold-storage men's conventions about 1910 when political frenzy was trying to throttle cold-storage warehousing; their programs "centered about two purposes: first, how to improve the industry; second, how to quiet the clamor."

When, therefore, the housewife in desperation telephones Saturday afternoon for fifty pounds of ice by special delivery or when she sends to the "corner icing station" for a piece to be brought home on the carpeted floor of her automobile, the iceman, in his turn, may talk into an eager ear. No imagination is needed to believe that the problem of "keeping sold" is considerably more serious from that moment.

THE Welded Circle



MORE than a million and a half families buying homes, building homes, furnishing homes. Millions of individuals dining, dancing, working, riding. Hundreds of thousands of young people with new and pressing needs arising each day. Thousands of new babies each year. A public whose buying power is inexhaustible. Most of them unknown to each other, living in twenty-four different cities, and yet all of them held together by a single unbreakable bond of confidence . . . the readers of the Scripps-Howard newspapers.

For years this public has helped these newspapers develop, by its recognition and approval, into one of the most powerful and constructive

forces in modern journalism. These people have been quick to appreciate the traditions of the great, fearless leaders of journalism that have been perpetuated by these modern newspapers.

And their public has grown, ever loyal and ever confident, into a welded circle of readers whose faith in their chosen publications is implicit. Faith, not only in the fearless editorials and truthful news columns, but in the merchandise offered in the advertising pages as well. Here they find detailed and accurate descriptions of the articles they need. Here are chosen the equipments for workshops and offices, and the decorative schemes for homes. The new automobile

and the contents of the family market-basket are chosen from these pages.

This confidence in the Scripps-Howard newspapers is a most notable achievement. It comes as a rich reward that has crowned many years of staunch adherence to the highest standards of newspaper editing. It comes as a generous return that justifies the continued insistence on integrity and fair dealing in the advertising sections. Every buyer of a Scripps-Howard newspaper, every subscriber to them, and every advertiser who uses their pages, share in the gratifying results that attend this successful and independent enterprise.

SCRIPPS-HOWARD

MEMBERS AUDIT BUREAU OF CIRCULATIONS

NEWSPAPERS

MEMBERS OF THE UNITED PRESS

Cleveland (Ohio) - - - - -	PRESS	Akron (Ohio) - - - - -	TIMES-PRESS	San Diego (Calif.) - - - - -	SUN
Baltimore (Md.) - - - - -	POST	Birmingham (Ala.) - - - - -	POST	Terre Haute (Ind.) - - - - -	POST
Pittsburgh (Pa.) - - - - -	PRESS	Memphis (Tenn.) - - - - -	PRESS	Covington (Ky.) - - - - -	KENTUCKY POST*
San Francisco (Calif.) - - - - -	NEWS	Houston (Texas) - - - - -	PRESS	Albuquerque (N. Mex.) - - - - -	STATE-TRIBUNE
Washington (D. C.) - - - - -	NEWS	Youngstown (Ohio) - - - - -	TELEGRAM	ALLIED NEWSPAPERS, INC.	
Cincinnati (Ohio) - - - - -	POST	Ft. Worth (Texas) - - - - -	PRESS	National Representatives	
Indianapolis (Ind.) - - - - -	TIMES	Oklahoma City (Okla.) - - - - -	NEWS	250 Park Ave., New York, N. Y.	
Denver (Colo.) - - - - -	EXPRESS	Evansville (Ind.) - - - - -	PRESS	Chicago	Seattle
Toledo (Ohio) - - - - -	NEWS-BEE	Knoxville (Tenn.) - - - - -	NEWS	San Francisco	Cleveland
Columbus (Ohio) - - - - -	CITIZEN	El Paso (Texas) - - - - -	POST		Detroit
					Los Angeles

*Kentucky edition of the Cincinnati Post.

"PLANNED ADVERTISING"

Reg. U. S. Pat. Off.

Beyond the Plan there is no obligation

HAVE you sometimes wished that you could have a chance to size up an advertising agency, actually at work on your own product, before you gave them authority to spend your money?

That is the opportunity we offer you in our plan method. For a nominal fee, agreed upon in advance, we build an Advertising and Selling Plan, in which we present our recommendations and all the investigation and study which led up to them. Beyond the payment of that fee, you are under no obligation to us.

Quite Different

THIS method of "being actually at work on your own product" is quite different from submitting advance ideas on speculation. It means that for a period of two or three months you have our trained men working on the problems not only of your industry, but also on the problems which are peculiar to your own company and product. You have an opportunity to observe us in action and to judge our methods of procedure—the thoroughness of our preparation, the accuracy of our information, and the reasonableness of our conclusions and recommendations. This costs a nominal fee, beyond which there is no obligation.

Your Viewpoint

THE first step is the plan conference, in which never less than three, usually more, of our men meet with your executives to get a picture of your business from your viewpoint. That's an all-day's job. Then we work for a period varying from two to three months. You can be in touch with us at any time you wish. At the end we come back with our plan. What happens after that is for you to decide.

May we send you a copy of "The Preparation of a Marketing Plan"? In this book Mr. Hoyt explains more fully the ideas presented above. Give the Memo below to your stenographer and ask her to send for the book today.

CHARLES W. HOYT COMPANY
Incorporated

PLANNED ADVERTISING
Reg. U. S. Pat. Off.

New York
Boston Springfield, Mass.
Winston-Salem

Tear out this MEMO

and give to your stenographer

Please write to the Charles W. Hoyt Company, Inc., Dept. E3, 116 West 32nd St., New York City, and ask them to send me without obligation a copy of "The Preparation of a Marketing Plan" by Mr. Hoyt.

"Like everything else," says a Chicago maker of butchers' showcases, in speaking of electric refrigerating units for his line, "there is bunk in it. The butchers get the idea that a refrigerating unit is a unit, as a boot is a boot. They install a quarter-ton machine when they ought to have a half-ton, because it costs less. When he took ice, if the lump melted down to six inches the butcher knew the temperature would rise, but when he has a refrigerating unit he thinks he's all set."

BEAR in mind, in reading, that we are trying to outline some of the difficulties of electric refrigeration, not, in any sense, to decry its beneficence. In the butcher-shop, for an immediate illustration, the economic gain of the new device is incalculable. For, with butchers, as with other purveyors of perishable foods, it has always been necessary for the owner to go to his shop Sundays to "tend the ice" lest temperatures rise and ruin his meats.

Another reason why prices will tumble is found in the improvements overhanging the market. Within the last fortnight of April, in eight cities no further west than St. Louis and Chicago, I have been in laboratories (or have been told by responsible officials) of eleven established manufacturers of other goods who are trying to perfect electric refrigeration. Not one of the eleven, moreover, is yet in the field nor has yet announced the intention of entering it. The encounters do not include a single maker of electric refrigeration, refrigerating apparatus or any allied equipment; all, however, are searching for some product to supplement other seasonal articles.

On every hand these researches are trying to silence the motor and compressor; to conquer the jar and thud of the recurrent start of the machinery when temperature rises in the coils.

Few of them, odd to recount, have showed the vision to depart from accepted designing.

The prevailing method is to use an electric motor (hence the name of "electric refrigeraton") for the needed compression. Yet, as all know, another manner of attaining compression is available, namely, that of heat. Were some maker to perfect a heat-compressor he would have strictly to himself that alluring market where the electric refrigerator cannot enter—all the farms and rural communities where kerosene and gas (either artificial or natural) are available, but where "juice by wire" does not come. Added to this field, exclusively his own, such a manufacturer would preempt the summer resorts of the entire country, wherein of city conveniences the most deplored is an icebox. Kerosene they have. With it they cook and read by night. With it, could they but cool their drinks and keep their perishables, they would be supremely happy—and, incidentally, complete the round of dependence on the oil refineries.

The real selling competition of the electric refrigerator is about one year

in the future. A small host of manufacturers are preparing to pounce on "the greatest selling specialty of the century" with improvements. Enough makers, with exaggerated claims and codeless echies, are already afield to challenge the security of the six makers who have formed the Electric Refrigeration Council. All the senseless price slashing and pressure sales methods of an overstocked market are in the offing. Out of the turmoil the United States and much of the tropics will be electrically refrigerated with American-made goods, as with all else electrical.

Unbalanced advertising may be expected, or, as a manufacturer of another product recently put it, "our competition has been more in the advertising than in the making." Every "spread" of an electric refrigerator, which fails to make good in its product or in so servicing that product as to keep it sold, detracts, in effect, from the consumer demand created by the restrained claims of the ethically advertised good product.

Yet nothing is more certain for electric refrigeration than that the future is rosy only for well-advertised makes. The market is almost limitless, with vast commercial uses atop of the immediate domestic appeal.

THE equipment, as must be remembered, is a bit of machinery. As such, the need of servicing will never end. Furniture may be sold and forgotten by the dealer; the sewing machine has almost attained the same perfection. Not so, electric refrigeration. With the automobile and the radio in this respect, will there eternally exist the serviceman and his monkey wrench.

Future markets will be developed by the educating aggressiveness of the manufacturers. Only strongly financed companies, backed by the assurance of a dependable product, will have the courage to reinvest first earnings in order to secure ultimate prosperity. That ultimate prosperity for the industry lies in the twofold undertaking of (1) so perfecting the apparatus as to eliminate servicing while coincidentally reducing the first cost to the purchaser, and (2) creating new markets through investigation and education.

The dependable product alone justifies a long-projected advertising campaign. Such only will achieve lasting results.

During the impending struggle for survival, "price appeal" and "overstock unloading" will unquestionably bring "advertising flashes" that will temporarily disturb those makers who have a broad vision of their industry. Newcomers, with eye more to the curb market for their securities than to the consumer market for their equipment, will come and go, but most certainly, in the end, electric refrigeration will be dominated by well-advertised makers, whose product warrants generous advertising appropriations in the immediate future for the sake of an even high level of profits in the longer future to come.

Quality multiplied by quantity = Judge

Ten or fifteen *readers* to each copy sold! That has been the answer found in every test conducted by Judge.

To check up this extraordinary showing we asked 4,525 subscribers how many people read their copies of Judge. *Their* answers average 19.7 readers a copy.

Again, we asked 5,042 *contributors*, people who sent in quips and sketches, how they happened to meet Judge. Nine out of ten of *them* answered they borrowed it.

The net sale exceeds 200,000. If Judge really averages only ten readers a copy, more than two million people will, nevertheless, see your advertisement.

This is one of the reasons why you see so many new advertisers in Judge.

Line	\$ 2	Page	\$ 750
Column	250	Inside Covers	1,000
Double Column	500	Back Cover	1,500

Judge

Management of

E. R. Crowe & Company, Inc.

New York

Established 1922

Chicago



THE OPEN FORUM

WHEREIN INDIVIDUAL VIEWS
ARE FRANKLY EXPRESSED



Advertising by Telephoto

THE Vacuum Oil Company made the first large use of the American Telephone & Telegraph Company's method of transmitting pictures over telephone circuits on Sunday night, May 9.

This advertisement told the part that Mobiloil had played in the lubrication of the aeroplane used by Commander Byrd in its successful flight to the North Pole.

The Vacuum Oil Company had prepared advertising material for release when announcement was made of the success of the flight. Commander Byrd, however, hopped off so much earlier than his schedule that the advertising mats had not reached the newspapers in time for release in the issues in which announcement was made of the explorer's success.

There was an additional complication, due to the fact that the maps drawn in advance were incorrect, because of Byrd's decision to deviate from the course first decided upon.

The ad was finally taken to the picture department of the telephone company and was transmitted by telephotography to Chicago and San Francisco, and from these points relayed by aeroplane and messenger to other cities in which the ad was to appear. The result was that the advertisement appeared in widely separated parts of the world on the same day in which the first dispatches from the Byrd expedition were printed.

The financial houses have been using this system for the purpose of insuring simultaneous publications of bonds and similar advertising in various cities, and large advertisers have employed it as a stunt. I am informed, however, that this is the first time it has been used merely to meet an emergency.

EBEN GRIFFITHS, *Advertising Manager*,
Vacuum Oil Company.
New York.

The Picture; Not the Frame

I HAVE read with some interest the article, "Is Direct Mail losing its Directions?" I presume the man who wrote this feels a great deal like the horse, when the automobile first began to drive him from the highways. "Here I am," says the horse, "a time-honored, dependable institution, famed in song and story—and along comes this upstart and shows me nothing but its dust." Unfortunately, Progress is no respecter of methods, institutions or habits. That which is slow, inefficient and wasteful must inevitably give way to methods which produce better results,

in less time, at lower cost—as does Direct Mail.

Direct Mail is not interested in betraying the advertiser by supporting the weak sisters of advertising, simply for the sake of harmony. Advertising which pays its purchaser some definite return on his investment inside of a few months is entitled to support, whatever its character.

We are in the advertising business to give the advertiser a return on his investment. We are concerned with the picture, not the frame. The advertiser is not interested in how you *propose* to get results but in how you *will* get them—and if so, *how soon*, *how surely* and for *how much*. Direct Mail can tell him before he spends a dollar what returns he can expect—in what time—for how much—and prove its confidence in the estimate by first testing the campaign on a small scale and letting the prompt and definite results show how well the job has been done.

EDWARD H. SCHULZE.

Edward H. Schulze, Inc.,
New York.

The Constructive Point of View

WHEN an advertising agency selects a market for its client, it really selects an audience. When the direct mail advertising specialist decides upon a list he also selects an audience. Now the point is what kind of a message will the two give to the audience? Will the message not only command attention, but will it carry that attention to interest, warm that interest to desire with the idea of culminating that desire into action on the part of the purchaser? Is not that the result aimed at by both the agency man and the direct mail man?

I could give many instances of success in the use of space advertising and in the use of direct mail advertising. I could also give you many instances of failures on the part of both and tell you why they failed, but I will give you one instance showing the necessity of the space man giving closer study to direct mail.

A certain agency employed space successfully to create inquiries. Thirty thousand inquiries were created, but that agency failed to organize the machinery and the direct mail advertising necessary to follow up those inquiries, with the result that the writer has not seen or heard of the advertising of this client for some five years.

Thus we come to this point: Would it not have been better had the writer of the critical article taken the con-

structive point of view and, instead of stirring up antagonism, shown how space advertising and direct mail advertising really work hand in hand?

CHARLES S. WIGGINS, *President*.

Wiggins Systems, Limited,
Winnipeg, Man., Canada.

Reciprocation for Direct Mail

THE advocates of periodical advertising have a wonderful case; and so have the advocates of direct-by-mail. Each arm of one man has a case and is capable of acting alone in a wonderful way but ordinarily they act together as do the legs, the eyes, the lungs and the ears.

The two forces almost invariably need reciprocal support as much as a two cylindered engine.

The great fault with periodical advertising, as I see it, is that it is ill-balanced. It would be infinitely better if a large share of the appropriation went into mail and office salesmanship.

As conditions rule at present, neither periodical nor direct-by-mail advertising are working at common efficiency, but seventy per cent at least is working under conditions of uncommon inefficiency—a statement that can be proved to the hilt.

ROBERT RUXTON,
The University Staff,
Cambridge, Mass.

A False Alarm

THE views and sentiments of Mr. Smith of the *Mailbag* are indeed correct in every respect, and I would say that ignorance is mostly responsible for the attacks of the previous unsigned article.

Is there any form of advertising other than direct mail in which the small but forward-going concern can indulge, still remaining within its somewhat meager allowance? If they do use direct by mail, they must be thoroughly satisfied with its results.

I will say this: That either the advertising agencies take it for granted that advertising by mail is a real medium of high quality if used properly, or else there will be a battle of competition in which the odds are against the agencies.

I am hoping they will stop long enough to think that advertising, after all, is selling, and that they should use whatever medium is best, regardless of their personal views on the subject. Such is my advertising moral, and I am sure I am not alone.

GEO. F. BARTHE, *Advertising Counsel*,
Syracuse, N. Y.

COLLEGE HUMOR contains far more than college humor



COLLEGE HUMOR fills a niche into which no other magazine fits. It is unique in the choice and blending of its editorial contents consisting of:

- Q Light, lively, and satisfying fiction—typical of Young America—
- Q Articles and sketches from the pens of our leading humorists and satirists—
- Q Jokes, quips, whimsies, and clever conceits selected from the best humorous publications of American colleges—
- Q And its pages are illustrated by the products of the most gifted pens of professional and amateur artists.

As a result of this careful selection and delightful blending of editorial contents, the circulation of College Humor is climbing steadily.

Our February net was 353,000—of which 330,000 copies were sold at news-stands. And the rate is still \$2.00 a line!

“The story of College Humor’s rapid rise is of intense interest to every advertiser. One of our representatives will gladly tell it to you. You say *When?* and *Where?*”

CollegeHumor

B. F. PROVANDIE, Advertising Director
1050 NORTH LA SALLE STREET • CHICAGO

SCOTT H. BOWEN, Eastern Manager
250 Park Avenue, NEW YORK

GORDON SIMPSON, Representative
Chapman Building, LOS ANGELES, CAL.

"Meet
the Wife
Too"

"No
Buried
Ads"

78%
Circulation
in
Big Buying
Centers
Only

99%
Newsdealer
Circulation

The One

Traceable Source of "Dealer Demand"
from Advertising is Consumer Demand

You tell the millions—They'll tell the dealer

ADVERTISING may have a thousand and one theories—some right, some wrong. But beneath them all there is ONE indisputable fact:

Orders from jobbers and retailers are based on across-the-counter calls of consumers.

Giving Mrs. O'Grady and the Colonel's lady what they ask for is the retailer's object in life. Giving the retailer what he asks for is the jobber's business. Creating consumer demand—the basis of *all* demand—is the business of modern advertising.

Advertising that pays is consumer advertising. It's the only answer yet discovered to the dealer's apathetic, "Get the demand and I'll push your goods." The volume difference be-

tween an article holding leadership in sales and its scores of aspiring competitors is consumer demand.

That is why Liberty, offering four unique advantages in winning maximum consumer influence in the weekly field, has become an advertising sensation.

1

"Liberty Meets the Wife, Too"

85% of all advertisable products are influenced by women in their sale. Few advertisers today can afford to overlook "the wife" in the costly weekly field. 46% of Liberty's readers are women. Every issue appeals alike to men and women because of Liberty's unique policy of editing to both. That means a 100% reading in the home. Because Liberty

appeals to the whole family its reading is multiplied.

2

"No Buried Ads"

Every ad in Liberty is printed at or near the *beginning* of a fiction or editorial feature. That's due to a unique type of make-up which no other publication employs. Thinking men don't ask "Will my ad be read?" when that ad is booked for Liberty.

3

Minimum Circulation Waste

78% of Liberty's total circulation is in districts which return 74% of the total taxable incomes of the country, 48% of the total motor-car registration, and in which by far the great majority of advertised products are sold.

4

99% Newsdealer Circulation

Liberty has a net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. Liberty is

not sent to these readers wrapped up—unlooked for. They buy it, bring it home, read it of their own will. That means a circulation that is *responsive* because it is 100% *interested* in Liberty.

For those reasons results among the most remarkable in advertising are being attained for scores of America's leading advertisers.

Results that achieve a reduction in inquiry costs of 40% and more. That are multiplying dealer sales. That are activating sales organizations, dormant to costly campaigns in less forceful publications, to respond to a man, almost overnight, to advertising in this amazing weekly.

If consumer influence is your problem, get all the facts about Liberty. Do this in your interest and in ours.

Advertisers will recognize the value of Liberty's dual appeal

A reading of the contents of this week's Liberty shows how carefully it is edited to appeal to women, as well as to men. This policy, unheard of in the weekly field before Liberty came, gains for Liberty the multiplied reading so important to the advertiser.

5c Liberty
A Weekly for the Whole Family

A net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. Page rate, \$3,000. Rate per page per thousand, \$2.72. The cost of Liberty is lower per thousand circulation—back cover excepted—than any other publication in the weekly field.

Sweater News
and
Knitted Outerwear
May 1925

The Underwear & Hosiery Review
Vol. 8, No. 8
May 1925

Tie-up
Your Consumer Campaign
with Trade Publicity

for Sample Copies address:
KNIT GOODS PUBLISHING CORP.
91 Worth Street New York City

DISPLAY advertising forms of Advertising and Selling close ten days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the June 2nd issue must reach us not later than May 24th. Classified advertisements will be accepted up to Saturday, May 29th.

Studying the Structure of Industrial Buying

[CONTINUED FROM PAGE 27]

—28,842 units. (These plants produce 78.3 per cent of all manufactured products.)

Manufacturing—Class B Prospects:
Plants employing from 21 to 50 workers—25,379 units (these plants produce 9.8 per cent of all manufactured products).

THE 115,000 units represent more than 95 per cent of the production and income of all industry. It is thus clearly evident that the initial step of market determination is of extreme importance. Few products can be sold to all industries, and the problem therefore becomes one of selecting and noting the most economic and fertile markets. These markets, when selected, can then be attacked one by one in the order of their importance. Experience proves the value of building toward a saturation point in a few carefully selected markets of high absorption value, rather than of adapting a policy of limited penetration into a large number of markets where sales are scattered and sales and advertising effort cannot be concentrated.

A good example of the way this principle operates is given by the McGraw-Hill Publishing Company, in their industrial marketing treatise. The following quotation tells the story:

"A manufacturer selling through over thirty branch offices and making a product used in nearly every industry found it almost impossible to provide definite quotas for sales action. He had proceeded on the policy that every "smoke stack" was an equally good possibility for his equipment. His sales force was demoralized through lack of control. When this manufacturer made an actual analysis of all his prospects in industry he found that 90 per cent of his sales possibilities lay in eight particular fields. He established these fields in their relative order of importance and set beside each a quota for the business that he could reasonably expect. Then he planned his advertising to back up his sales force with a concentrated drive in these fields. This drive established his prestige, enabled him to dominate these particular fields and assured an "open door" for his salesmen with all of his most important customers. Furthermore, the manufacturer then broke down the quotas for each territory. As a result, he gave his sales organization a sound direct policy which could not be sidestepped. Every salesman was assigned definite business and held accountable for this."

Border-line business is dangerous to

pursue and in the determination of profitable markets the temptation to go astray should be avoided.

As the purpose of this article is to sketch quickly the various steps that lead to a successful industrial sales program, let us assume that the first step of market determination has been passed and that worth-while markets have been selected to cultivate through proper sales and advertising effort. Logically the next thing to take up will be a study of the buying habits of the men in the markets to be reached; for a knowledge of markets alone will be of little use unless we know what particular men control the buying, how they keep informed on developments in equipment and what is the general type of appeal to which they are most responsive.

Any analysis of buying habits must lead logically into a study of the concentration and distribution of industrial buying power.

Subsequent articles will develop in more detail some of the specific requirements for a successful industrial campaign. But to serve the present purpose of high spotting these requirements in a broad and general way, it is interesting to note that over 17,000,000 people are employed by the 115,000 units which compose the structure of industry.

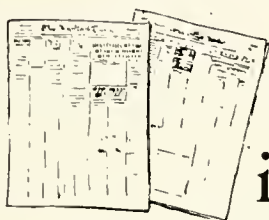
THESE figures, however, should not mislead the manufacturer who is formulating a plan to expand his sales. With the great majority of these 17,000,000 people he is not concerned, for they represent personal rather than industrial buying power. Executives, superintendents, engineers, department heads and all others in whom the manufacturer might be interested represent but a small fraction of the total, the remainder being factory hands, laborers and clerks. Thus in the automobile industry, we find that 80.8 per cent of the people employed are wage earners without industrial buying power, 10.7 per cent are clerks and only executive and operating staff. In the cotton milling industry the percentage of individuals who hold in their grasp the key to industrial buying is even smaller, being only 1.6 per cent. Wage earners in this industry constitute a percentage of 96.6 while clerical staffs amount to 1.7 per cent.

Carrying out this investigation through industry in general, we find a duplication of the same story. Its message to any manufacturer selling to industry is significant, for it shows clearly that the cream of industrial buying

The *plus*-page

THE old style newspaper page

*like
this:*



is a comparatively large visual field. No reader ever sees the whole page at once. But the small

News page

*like
this:*



offers only two-fifths as much to see—a reduced field which can be wholly seen at a glance—a page *minus* many distractions, but with *plus* visibility, *plus* reader attention, *plus* advertising effectiveness. This *plus*-page enjoys a million* circulation, more readers than any other daily newspaper in America! Bought on the same old agate line basis, it cuts advertising costs! Get the facts!

THE  NEWS

New York's Picture Newspaper

Tribune Tower, Chicago 25 PARK PLACE, NEW YORK

*MARCH CIRCULATION AVERAGES: DAILY, 1,050,033; SUNDAY, 1,291,343

The Expositor Story In a Nut Shell

April 5, 1926

Stewart School Supply Company,
Stockton California.

Gentlemen:

We have your letter of the 31st.....

.....
We know that we secure more inquiries from advertisements appearing in the EXPOSITOR than perhaps in all the rest of the church periodicals put together. It is a non-sectarian paper and is without doubt the most outstanding religious publication in this country.

Very truly yours,

MANITOWOC CHURCH FURNITURE CO.
CGC/CO

The Architectural Forum
after its fifth annual building survey predicts

\$284,445,000
will be spent
for new church
buildings in 1926
Anno Domini

Sell the Minister and
You Sell the
Business Churchman

He creates new markets
He studies your advertising
He recommends

Reach 20,000 active ministers—
intelligent, reasonable purchasing agents — MONTHLY in

The
EXPOSITOR

The Minister's Trade Journal Since 1899

JOS. M. RAMSEY, Manager

710 Caxton Building
CLEVELAND, OHIO

17 W. 42nd St. 37 S. Wabash Ave.
NEW YORK CHICAGO

Send for Sample Copy and Rate Card

power lies in a thin line at the top of the bottle. Small in numbers, as compared with the total number of people employed, it is this narrow strata that spends \$35,500,000.00 annually for equipment, materials, supplies and power in order that the work may be conducted economically and with the most efficient methods.

ANALYZING further the buying habits of industry as focused in the executive and operating staffs of industrial concerns, it is found that the buying power for industrial equipment lies with the men responsible for the production activities of the business rather than with the general administrative executives. Thus it is found that superintendents and works managers exert the greatest buying influence. General managers are next, followed in turn by the chief engineers and engineering departments. Down the scale are such company officers as presidents, vice-presidents, treasurers and finally directors.

That this is true is easy to understand once the buying habits of industry are weighed and appreciated. The "operating staff" of any industrial company is clearly made up of men with direct production responsibilities who are accountable for results that can be secured only through the proper application of machinery and equipment. Our plan, therefore, must accept the fact that buyers should be sought by responsibilities rather than by titles and that the men who must be sold are those in charge of production, engineering and maintenance.

Having made a study of the buying habits and determined the type of men to reach, the next step in any well balanced program of sales promotion will be to chart out ways and means for reaching them.

There are four channels of approach available and these may and should be used in proportion to their relative importance in the fields to be approached. They are—

1. Salesmen and agents
2. Inspection trips, conventions and exhibits
3. Manufacturers' literature
4. Industrial publications

It will probably be interesting in another issue to discuss these channels in more detail and uncover the possibilities that lie in each. At this time, however, it will be sufficient to touch upon them merely as subjects which every balanced plan should carefully study and compare.

Here again is an important step in our plan which is worthy of individual treatment but which may be covered briefly to suit our present purpose.

In discussing this fourth step, we are face to face with a problem the decision of which will govern not only the keynote of the advertising copy but the type of approach rendered by salesmen and the kind of material which should be put into manufacturers' literature.

Let us fully recognize the fact that industry uses equipment only as "the means to an end." Thus the industrial buyer, who is held responsible for results, wants performance facts so that he can predict accurately what to expect in the way of production, service and economy. In short, he demands to know what the product will do rather than how it is made. He values above all else descriptions of installations, working data, cost figures and descriptions of new features from the standpoint of service rendered. Design and construction details are secondary.

Lifting this out of the realm of purely advertising copy and applying it to manufacturer's sales force, we find that industry is receptive to the calls of salesmen in proportion to the practical information on developments in equipment and performance which salesmen are trained to yield.

The same holds true for manufacturer's literature, and the kind which furnishes information on the application and performance of the equipment is more valued than the type which generalizes or is merely a plea for an inquiry.

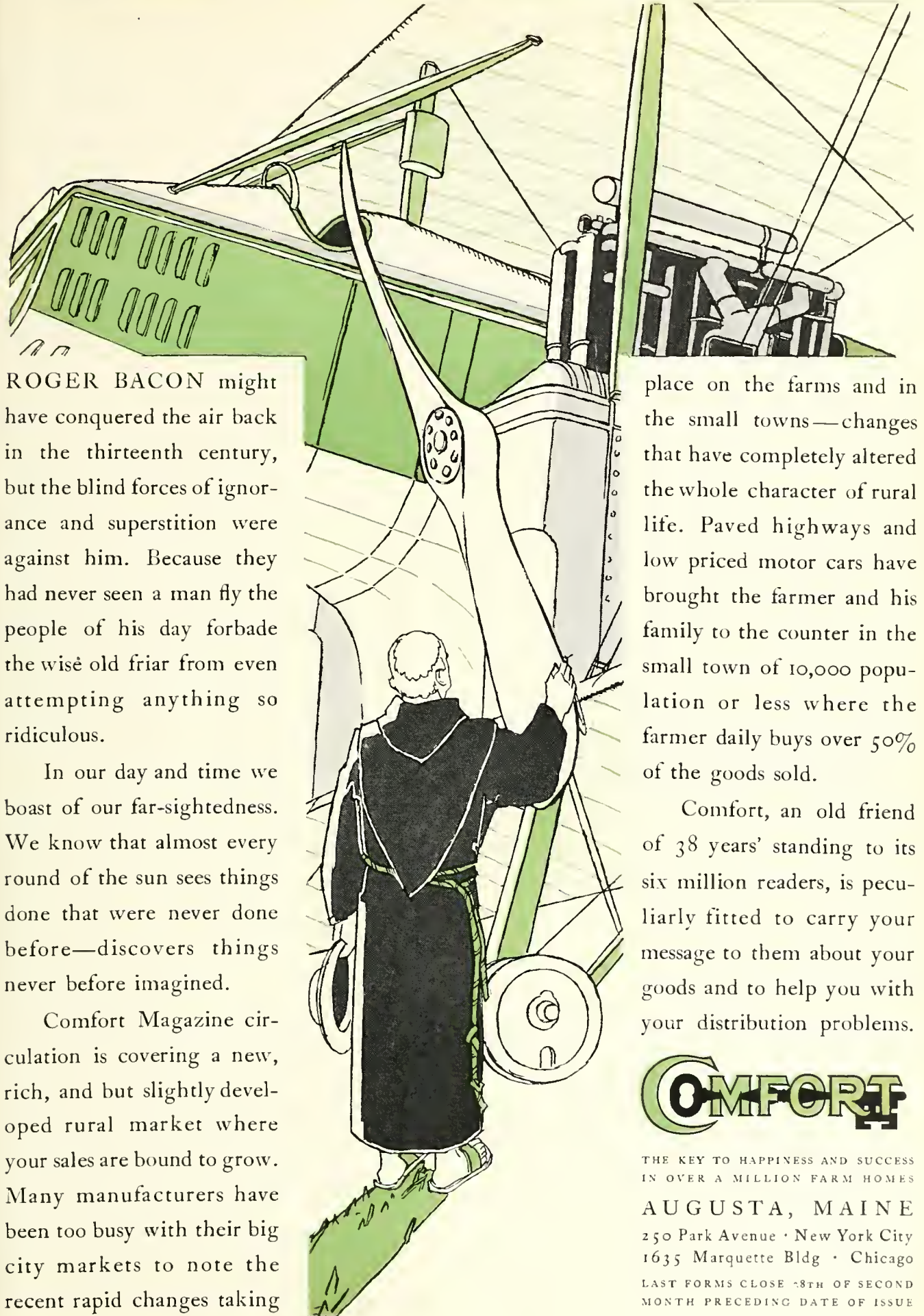
Looking back over the four steps which have been discussed, we find that they mesh accurately into each other like a train of carefully ground gears.

FIRST, the determination of the worth-while markets by careful market analysis. Second, the establishment of the proper buyers in the markets. Third, the appointment of advertising behind the sales force as a direct channel of approach to buyers. Fourth, the development of appeals that will tie the product directly to the production problem of each of the fields.

To incorporate the four cardinal principles of industrial marketing into a definite and balanced plan capable of execution requires a certain amount of careful self-analysis on the part of any manufacturer who desires to do the job correctly. The best housewife in the world cannot prepare a cake from the finest recipe unless she checks up the contents of the pantry and finds out whether the necessary ingredients are available. If short of butter, there is just one thing to do; replenish the larder.

In the same way a manufacturer should take an inventory of the facilities he has on hand so as to fit them into their proper places in the plan. Thus for the first step it will be well to take a "company preview." This inventory can set up the following factors as guides in taking stock: General history. Financial position. Plant facilities. Service facilities.

Following this, it would seem logical to make a product study. First the products might be classified so as to fall into any of the following groups: Operating equipment, Machine parts, Raw materials, Supplies and tools, Service. Then the principal factors can be distinguished under the following headings: Classification, Performance,



ROGER BACON might have conquered the air back in the thirteenth century, but the blind forces of ignorance and superstition were against him. Because they had never seen a man fly the people of his day forbade the wise old friar from even attempting anything so ridiculous.

In our day and time we boast of our far-sightedness. We know that almost every round of the sun sees things done that were never done before—discovers things never before imagined.

Comfort Magazine circulation is covering a new, rich, and but slightly developed rural market where your sales are bound to grow. Many manufacturers have been too busy with their big city markets to note the recent rapid changes taking

place on the farms and in the small towns—changes that have completely altered the whole character of rural life. Paved highways and low priced motor cars have brought the farmer and his family to the counter in the small town of 10,000 population or less where the farmer daily buys over 50% of the goods sold.

Comfort, an old friend of 38 years' standing to its six million readers, is peculiarly fitted to carry your message to them about your goods and to help you with your distribution problems.

COMFORT

THE KEY TO HAPPINESS AND SUCCESS
IN OVER A MILLION FARM HOMES

AUGUSTA, MAINE

250 Park Avenue • New York City

1635 Marquette Bldg • Chicago

LAST FORMS CLOSE 18TH OF SECOND
MONTH PRECEDING DATE OF ISSUE



CHALFONTE-HADDON HALL ATLANTIC CITY

Spring and Summer
Outdoors:
SEA BATHING
BOARDWALK
ACTIVITIES
GOLF
TENNIS
YACHTING
FISHING
AVIATION

Due to their wonderful location, their personal attention to guests, all the most modern material comforts, and their sincere atmosphere of friendly hospitality—these two delightful hotels have long enjoyed a most unusual patronage, nationwide in extent.

American plan only. Always open.
Illustrated folder and rates on request.



LEEDS and LIPPINCOTT
COMPANY

On the Beach and Boardwalk. In very
center of things

"Dual-Two" Radio Concerts, Tuesday
evenings. Tune in WPG at 9

Technical advantages, Price situation, Recognition, Special advantages.

When outlining the sales plan, the principal features to be considered will be found somewhat as follows: General plan of sales organization, Sales policy, Method of distribution, Type of salesmen, Method of compensating salesmen, Discount to distributor or dealer, Methods of sales promotion, Selling costs.

Coming to the question of methods of distribution to industry, the following possibilities will naturally be studied: Will the selling be done direct? Will manufacturer's agents or machinery dealers handle the product? Will it be distributed through jobbers as brokers? Will the outlet be through mill supply houses?

As to types of salesmen, these questions should be answered. Will they be sales specialists or unspecialized salesmen? Will they be merely order takers?

Finally, the principal market requirements may be set down as follows: Required of the manufacturer—performance, service, price, guarantees; required of the manufacturer's salesmen—knowledge, records, suggestions; required of the advertising—performance data—design and construction details, service information.

After all, the plan's the thing, and it is entirely practical to build an industrial marketing plan around certain scientific principles which lift the proposed program out of the element of doubt and guesswork and direct its operation along sound lines of good judgment. With the foregoing as an introduction, it will be possible, and doubtless interesting, to expand certain phases later and discuss them from a closer viewpoint than has here been possible.

Answering Half-Truths

[CONTINUED FROM PAGE 40]

Bad company is bad company, wherever it may be found.

Five—"Finally, most mailing lists, in practice, are terribly inefficient and wasteful because they are too inclusive." Truly an awful indictment. Of course, it might have some effect upon those who know nothing about advertising of any sort. Wonder if it would be inefficient and wasteful to advertise women's hats or similar articles in a hardware journal?

Why did not your unknown correspondent in all honesty state that his criticism should apply to individuals and to their ignorance rather than to Direct Mail in itself? Ignorance is always in the majority. But on the other hand, not all users of Direct Mail are ignorant. To lay the mistakes and ignorance of individuals at the feet of Direct Mail smacks of an attempt to becloud the issue and to stir up unnecessary trouble rather than to clear the atmosphere.

HERE IT IS - MAIL NOW

ADVERTISING AND SELLING
9 EAST 38th STREET, NEW YORK, N. Y.

CANADIAN, \$3.50
FOREIGN, \$4.00

Enter My Subscription to ADVERTISING & SELLING for

- ☐ One Year (26 Issues) at \$3.00
☐ Two Years (52 Issues) at \$5.00

Name Position

Company

Address

City State



Graduated, M. A.

Said Lord Morley, "There is nothing more terrible than mettle in a blind horse". This truth prevails in the advertising business. It is no place for over-much confidence in the *energy* of the understrapper if the advertiser is to be gratified by profits other than the sight of his name in print. On this basis, our creative department is peopled by only Graduate Makers of Advertising — hailing from the four points of the compass—geographically and in experience.

The Geyer Company *Advertising*

Third National Building, Dayton, Ohio



Regular Price, \$20.00;
Special Price for Set,
\$17.50

Small Monthly Payments

ADVERTISING AND SELLING EXPERIENCE

—at your fingers' ends

THIS is the indispensable advertising and selling reference and home-study set. Hundreds of men and women are using it to push themselves ahead. Hundreds of experts in all branches of marketing have it handy for reference. Agencies throughout the country have these books in their libraries. Colleges and universities use the books as texts. If you're in advertising, or selling, or any branch of marketing, don't be without the good this set can bring you.

S. Roland Hall's Library of Advertising and Selling

Four Volumes, 3323 Pages, 5½ x 8,
Flexible Binding, 1090 Illustrations.
\$1.50 in ten days and \$2.00 monthly
for eight months.

The big, well-paying jobs call for men with all-around knowledge of the entire selling business—advertising, personal salesmanship, planning, managing, etc. Add to your own experience a working command of the principles and methods that have been proved in the experiences of the most successful selling organizations. You get them—hundreds of them—in

The best experience of leading organizations

Covers as much ground as courses costing five or ten times as much. Written in the most instructive style, profusely illustrated with half-tones, line drawings, graphs, charts, maps, tables. Complete campaigns of many kinds outlined. Thousands of sales ideas and plans, time-saving methods and stimulating suggestion for daily use in solving marketing problems of all kinds—manufacturer to small retailer. Examples taken from scores of such prominent concerns as Burroughs Adding Machine Co., Kuppenheimer & Co., Morris & Co., National Cash Register Co., American Radiator Co., Conklin Pen Manufacturing Co., Eastman Kodak Co., Marshall Field & Co., Lord & Taylor, United Cigar Stores, J. C. Penney & Co.

Special Library Price \$17.50

No Money Down
Small Monthly Payments
Examine the Library
for 10 Days
FREE

FREE EXAMINATION COUPON

McGraw-Hill Book Company, Inc.
370 Seventh Avenue, New York.

You may send me the **HALL LIBRARY OF ADVERTISING AND SELLING** for ten days' free examination.

If the books are satisfactory, I will send \$1.50 in ten days and \$2 a month until your special price of \$17.50 has been paid. If not wanted, I will write you for shipping instructions.

Name
Address
Position
Company A F 5-19-26



Going to Philadelphia

June 19—24

The reception plans of the Poor Richard Club are virtually crystallized. The overseas delegates who will come by way of New York will be met at Quarantine by a delegation and escorted to their hotels. The delegation will then come by train or by motorbus under escort to Philadelphia.

They will be met at Trenton by a division of Pennsylvania State constabulary and at the State line by a corps of Philadelphia motorcycle police. The caravan will then proceed to Independence Hall, where it will be received by Mayor Kendrick, Howard C. Story, president, Poor Richard Club; Mrs. Ellen S. Patten, president, Philadelphia Club of Advertising Women; Rowe Stewart, general chairman; Norbert A. Considine, chairman of the reception committee; Associates of Poor Richard, and other men and women who stand high in the city's civic and business affairs.

Arrangements have been made with railroad passenger associations embracing every section of the United States and Canada from which club members attending the convention will be enabled to obtain a special rate of one-and-one-half fares for the round trip to Philadelphia. Such tickets will be placed on sale for a period beginning June 9 for the farthest points and slightly later for those located nearer the scene of activities.

In order to obtain this special rate it will be necessary for each member to have an identification slip. These may be obtained from Earle Pearson, General Manager of the Associated Advertising Clubs. Only one is necessary for the use of member and dependent members of his or her family.

Summer excursion fares on a lower basis than round trip identification certificate plan fares will also be in effect from the far western territory, including Arizona, California, Idaho,

Nevada, Oregon, Washington and British Columbia. Such tickets will be on sale daily from May 22 to September 15, with return limit of October 31.

* * * *

Rowe Stewart, general chairman of the convention committee, has appointed a committee of the poor Richard Club under the leadership of John H. Sinberg to invite the most prominent business and professional men of Philadelphia to extend the hospitality of the city to the visiting delegates. Mayor Kendrick and former Mayors Edwin S. Stuart, Thomas B. Smith and J. Hampton Moore have been added to the long list of notables who have already accepted.

Mr. Stewart has announced that special medals will be struck off to be presented to the associates, designating them as official escorts and entertainers, and cards will be issued to admit them to all the convention sessions.

* * * *

Henry Lewis Appleton has been appointed chairman of a group of poor Richard Club members who will make arrangements for the handling of the elaborate advertising pageant which will be staged as a special convention feature on June 21. All advertising clubs have been invited to participate, either by making up floats to represent their cities, or by sending uniformed marching groups of their members.

The pageant will form in ten divisions, which will include demonstrations by individual clubs, civic activities of the city of Philadelphia, the origin and evolution of advertising, displays by famous national advertisers, women's advertising clubs, Philadelphia concerns of 150 or more years' standing, and several other divisions which are yet to be announced.

* * * *

More than six hundred women delegates are expected at the convention, and elaborate preparations for their



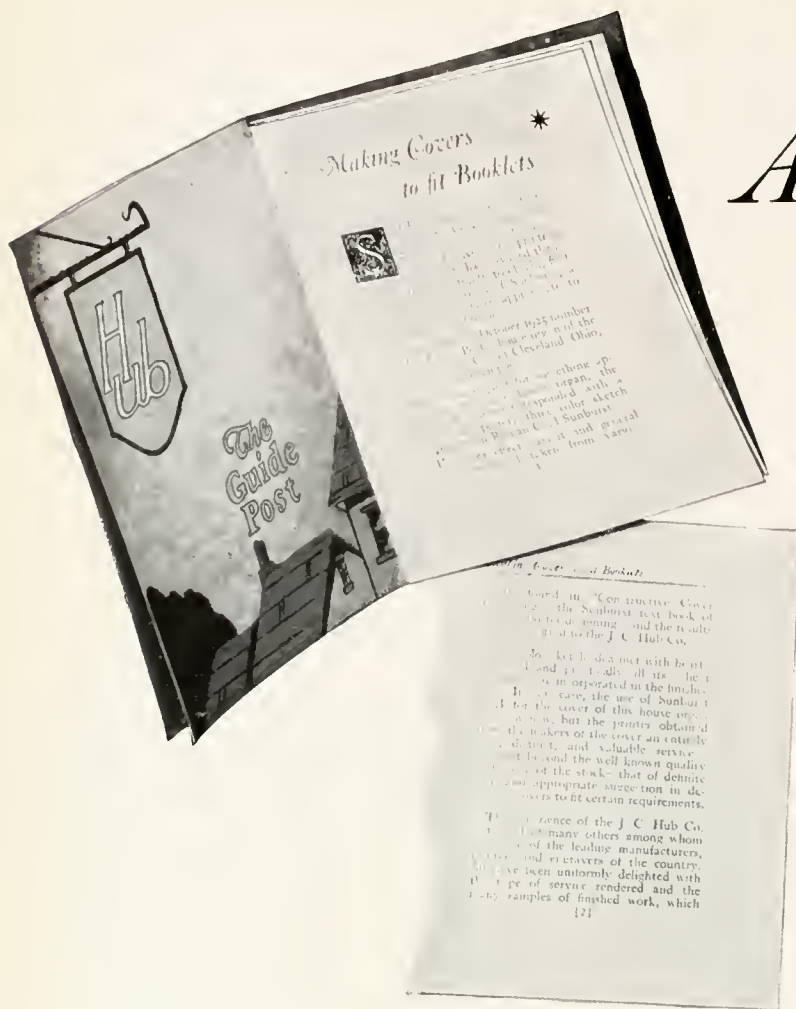
ANOTHER STEP TOWARD MAKING THE SALE

By telling the public the name and location of the dealer's store, Outdoor Painted Displays can go one step farther toward closing the sale. This is one particular advantage of Outdoor Advertising which delivers direct sales results and enhances the local effectiveness of a national campaign.

One Park Avenue
New York City

General Outdoor Advertising Co.

Harrison & Loomis Streets
Chicago, Ill.



A page from Experience

*The new Sunburst Cover Suggestion Service — and Constructive Cover Designing, the text book of modern poster design is helping hundreds of advertisers, artists, printers and engravers with their everyday cover problems.

AN attractive series of Hampden booklets is being prepared dealing with actual examples of Covers designed by this popular Sunburst Suggestion Service and used by well known advertisers. You should know more about this book and this Service.

HAMPDEN GLAZED PAPER AND CARD CO. HOLYOKE, MASSACHUSETTS

Distributors for Great Britain
FRED'K JOHNSON, LTD.
11-b Upper Thames St.
London, E. C. 4

Export Office
W. H. MILES
59 Pearl St., New York City

HAMPDEN GLAZED PAPER & CARD Co., Holyoke, Mass.
Please put me on the list to receive the series of
booklets about Sunburst Covers.

Name
Company
Address
City State.....
AS

Sales Offices
NEW YORK, N. Y.
CHICAGO, ILL.
SAN FRANCISCO, CAL.
TORONTO, CAN.

entertainment are being made by the Philadelphia Club of Advertising Women, under the direction of Miss Florence Dart, general chairman of the convention program committee. Included among the features are: A formal reception at the Ritz-Carlton on Sunday evening, June 20, a luncheon at the Penn Athletic Club on the following Tuesday, and a grand ball at the Bellevue-Stratford Hotel on Tuesday evening. On Monday evening, in the pageant which is to be a feature of the convention, an imposing float will be featured, depicting the advent of women into the advertising field.

* * * *

Many of the pulpits Sunday morning and Sunday evening will be occupied by ministers and laymen who will speak on the value of church advertising and on the influence of advertising in the enlightenment and progress of the world.

The keynote of Sunday's inspirational meetings will be sounded by Dr. S. Parkes Cadman of Brooklyn, known to every radio fan in North America for the virility and worth-whileness of his messages. This meeting will be held in the city's new auditorium, on the grounds within the Sesquicentennial Exposition. There will be choral singing by societies from the various States of the Union, music by famous orchestras, including the Philadelphia Orchestra, and by the audience, led by one of the most capable song leaders of America. Dr. Cadman's address will be on the subject of advertising and imagination.

* * * *

Thursday night will be the great outdoor musical festival. This will depict in song and music the epic of America and will show the development of America from Columbus to Coolidge. Five thousand trained voices and massed bands of hundreds of pieces led by John Philip Sousa will fill the great \$3,000,000 stadium with song and music. A great stage, 100 feet deep and 200 feet wide, will be erected in the open end of the horseshoe, and immense amplifiers will make audible to the entire audience every word spoken and every note sounded. This musical festival is under the chairmanship of Philip C. Staples, assisted by Harry T. Jordan and Dr. Herbert J. Tily.

* * * *

H. Ennis Jones, in charge of the Camden, N. J., end of the entertainment, states that the Victor Talking Machine Company is preparing an elaborate program and entertainment for the delegates to be followed by a luncheon given by the city of Camden in the city's new auditorium. All of these entertainment features are "spotted" after the business sessions, with the exception of the women's tours, which are confined to women in the party who are not delegates.

* * * *

Clifford Elvins, Imperial Life Assurance Company, Toronto, has been appointed general chairman of the con-



A statement regarding the editorial policy of The American Mercury

(Reprinted from January, 1926, issue)

The American Mercury is open to the discussion of questions on which educated and civilized people differ; in such areas it permits and welcomes the utmost freedom of opinion.

But there are also regions in which intelligible discussion is quite impossible. The American Mercury cannot affront its readers by dealing with such topics gravely. It will go on poking fun at them hereafter as in the past.

*The fastest growing
quality circulation*

730 Fifth Avenue
New York

THE RECORDER

Penetrates The Best Stores

¶ There are 15,000 High-Rated Shoe Merchants in the United States.

¶ The Boot and Shoe Recorder is read by 78.3% of them, each week.

¶ In *quality* its circulation is the highest.

¶ In *quantity* its circulation is also the highest.

BOOT and SHOE RECORDER

*The Point of Penetration to the
Shoe Market*

207 SOUTH STREET, BOSTON

Chicago
Cincinnati
St. Louis

A. B. P.



A. B. C.

New York
Rochester
Philadelphia

vention committee of the Insurance Advertising Conference, and is working with his committeemen on plans for an extensive session in conjunction with the Advertising Convention. H. H. Charles, former president of the Advertising Club of New York, is in charge of the program committee. More than two hundred delegates are expected, and they will make their headquarters at the Hotel Benjamin Franklin.

* * * *

The Associated Retail Advertisers, a department of the National Advertising Commission, has made elaborate plans for its departmental sessions, to be held June 22 and 23. Sheldon R. Coons, of Gimbel Bros., New York, is president of the organization, and Thomas P. Comeford, of A. I. Namm & Co., Brooklyn, is chairman of the program committee. The following speakers have been announced: Vernon W. Van Fleet, member of the Federal Trade Commission; Edward L. Greene, managing director of the National Better Business Bureau; Paul M. Mazur, of Lehman Brothers, New York investment bankers; Adam L. Gimbel, executive head of Saks-Fifth Avenue, New York; Irving R. Parsons, advertising manager of the *New York Telegram*; L. E. McGivena, research director of the *Daily News*, New York; and Louis Pedlar, of Pedlar & Ryan, New York advertising agency.

Five dollars will admit anyone to all departmental sessions as well as enroll him in the membership of the organization. Checks should be addressed to Miss Esther Lyman, Secretary, care of D. M. Read Company, Bridgeport, Conn.

* * * *

The Screen Advertisers Association has prepared a one-reel "On to Philadelphia" film which has been presented to the headquarters of the Associated Advertising Clubs as a contribution to the convention movement. The picture runs for about fifteen minutes and contains many entertaining and instructive scenes which are calculated to inspire enthusiasm of club members, as well as depicting the preparations being made for the entertainment of visitors.

The film is open for bookings between now and June 19. It will be lent free except for transportation charges to any advertising club which desires its use. Requests for such bookings should be addressed to Douglas D. Rothacker, 1339 Diversey Parkway, Chicago.

* * * *

A. C. Delaplaine, hotel chairman of the Poor Richard Club Convention Committee, strongly urges the cooperation of "On-To-Philadelphia" committees of all advertising clubs that have appointed such organizations. He points out the congestion of the Philadelphia hotels which will occur at convention time and describes the service offered by his committee in obtaining the best accommodations possible if given sufficient notice. A list of hotels has been sent to all advertising clubs.

The NEIL HOUSE

The newest and now the Leading Hotel in COLUMBUS, OHIO
Opposite the State Capitol
655 Rooms - 655 Baths
RATES FROM \$13 to \$17
EUROPEAN PLAN

The facilities for dances, luncheon, dinner and card parties charge or small are so unusually good that Sorority and Fraternity functions are always enjoyed

SPECIAL FEATURES
Club Meals in Main Dining Room and Grill Room,
Blue Plate Luncheon,
COUNTER SERVICE
AT POPULAR PRICES

Luncheon Clubs served in private dining rooms at 75¢ per person.

Under the Direction of
GUSTAVE W. DRACH, President and Architect
FREDERICK W. BERGMAN, Managing Director

HOTEL EMPIRE

New York's newest and most beautifully furnished hotel -
accommodating 1034 guests
Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET. \$250
ROOM WITH PRIVATE BATH. \$350
ALL OUTSIDE ROOMS

The Field of Greatest Yield



\$3,700 a Page

Circulation 2,780,000

Sixteen Magazines of Clean Fiction

Read by Everybody—Everywhere

Your Salesmen

should have as good tools
as these—



GEM BINDERS are built right to hold Testimonial Letters, Sales Bulletins, Photographs, Price Sheets and similar material. GEM BINDERS aid the Salesman in conveying that Good First Impression.

GEM BINDERS are not just covers, they are expanding loose leaf binders fitted with either our patented flexible staples, binding screw posts or paper fasteners.

They are easily operated, hold their contents neatly and compactly, fit nicely into a traveling man's brief case.

GEM BINDERS in Style "GB" are covered with heavy quality Art Fabrikoid; they can be washed, if necessary, for the removal of hand stains, without affecting the surface color or finish of the material.

*May We Submit Specimens
for Inspection Purposes?*

THE H. R. HUNTING CO.
Worthington Street
SPRINGFIELD, MASS.

England in Early Fifties

[CONTINUED FROM PAGE 36]

trary, they multiplied. In 1830 they paid the government in advertising taxes £170,649. This same year the tax was reduced to 1s. 6d. By 1839 the volume of individual advertisements in Great Britain and Ireland had grown to 769,088.

The tax did another thing. It forced advertisers to seek other vehicles for their advertising. One of the most popular was a quite substantial vehicle indeed—the so-called advertising van. So thick did these vans grow on the London streets that the traffic jam was worse than a Broadway after-theater tangle. So in 1853 the vans were prohibited entirely and the unsuccessful newspaper advertising tax was repealed.

Evidently all England had been awaiting this tax repeal, waiting for a new rush into this easy way of getting business.

One anonymous writer grew so fearful of what might happen that he came out with a very timely handbook on advertising. His preface was as follows:

The writer of this book is desirous of imparting to other advertisers the result of his own long and dearly bought experience in the matter of advertising, being desirous of saving to them the waste of money which he has incurred, for want of some advisor such as this.

This advisor proved a friend in time. His book ran to five editions. His advice is a most illuminating commentary upon the business as practised in the early 1850's.

He first lists the things which an advertiser "requires to know." They are just four:

1. What journals there are.
2. When and where they are published.
3. What is the extent of their circulation.
4. What is the character of their circulation; i.e., by what classes are they read.

All that worried the advertiser in those unsophisticated days was the media.

Our conscientious advisor then proceeds to list the "tricks of advertising agents." These were, chiefly, two:

1. The agent rents one or more pages of an inferior newspaper and prevails upon an ignorant advertiser to permit him to manage his advertising. The agent puts these advertisements in his worthless papers, charging a great price.
2. The agent receives from the advertiser the cost of the advertisement, obtains credit for them at the newspaper offices, spends the money, and then makes off or takes the benefit of the Insolvent Act.

Small wonder that advertising agents were persons of such low repute. Novice advertisers were like the traditional country ministers in the hands of confidence men.

Happily not all English agents were of that ilk. The advisor followed his exposé with a list of thirteen "respect-

able, responsible and established advertising agents."

This old timer advocated many things which are still being hammered at today. He laid down the rule that character of circulation is more important than quantity; that the charge for an advertisement is secondary; that one must consider the class of persons to be addressed. And he closes with this keen bit of insight into advertising's real usefulness:

By judicious and extensive advertising of anything, that is of a nature likely to be largely used, a large fortune may be certainly acquired; but, remember, it is useless to attempt it on a small scale.

That sounds strangely like the familiar modern platform of "large scale selling."

In an appendix the advisor remembers that there is such a thing as copy. He gives two rules for writing advertisements:

1. Begin with an attractive heading.
2. Be brief as possible, consistent with clearness.

Those also sound strangely like our best modern precepts. Isn't there anything for which this age can take credit?

Fortunately, or unfortunately, the old timer shattered the illusion by giving examples of what he meant. This is what he sets up as a perfect example of attractive heading, brevity and clearness:

John James,
Draper, 33 High Street

"In London," the advisor concedes, "some more particulars will be requisite. As thus:"

John James,
Draper, 32 High Holborn
Shawls for the season, Muslins, Cheap
Parasols—Great bargains

So after all "attractive heading and brevity" are terms which mean all things to all men. The technique is as important as the rule.

The advisor also had definite ideas on typographical arrangements. "An advertisement that is packed close is less likely to be seen than one that is open, thus:

John James, Draper,
32 High Holborn, offers the following
at reduced prices:

Shawls	Ribbons
Muslin	Silks
Furs	Bonnets
Opera Cloaks	Cotton Goods
Woolens	

Here he comes close indeed to the principle enunciated by the late Benjamin Sherbow and his ever increasing disciples.



CONTEST WINNER

The attractive Wick Hatband Catalog, winner of the March Cantine Contest, was arranged by Mr. George Mulroy of the Geo. L. Dyer Co., New York, and printed by The Diamond Press, also of New York. Enter your next printing job on a Cantine paper in our quarterly contest closing July first.



E F F E C T I V E

GO THROUGH THE MAIL you yourself receive. Study the pamphlets, booklets even the letter-heads themselves. Note the great difference in their impressiveness—which largely determines their effectiveness.

In a dozen different ways, the quality of the paper used influences the impressiveness of every printing job. Remember, cost is based on the results obtained—and in no other way. This is why shrewd advertising executives and printers specify Cantine coated papers for sales literature designed to produce business.

Write for name of our nearest distributor and book of sample Cantine papers. Address: The Martin Cantine Company, Department 000, Saugerties, N. Y. Since 1888, manufacturers of fine coated papers exclusively.

Cantine's

COATED PAPERS

CANFOLD
SUPREME FOLDING
AND PRINTING QUALITY

ASHOKAN
NO. 1 ENAMEL BOOK

ESOPUS
REGULAR
NO. 2 ENAMEL BOOK

VELVETONE
SEMI-DULL • Easy to Print

LITHO C.I.S.
COATED ONE SIDE

Dentists are people

"Not interested in dentists—don't make dental supplies!" But—dentists are people. They're rather well-to-do people, too.

They're influential. About ten million citizens respect the judgment of the more than fifty thousand dentists reached monthly by

ORAL HYGIENE

Every dentist every month

1116 Wolfendale Street, N. S.
PITTSBURGH, PA.

CHICAGO: W. B. Conant, Peoples Gas Bldg.,
Harrison 8448

NEW YORK: Stuart M. Stanley, 53 Park Place,
Barclay 8547

ST. LOUIS: A. D. McKinney, Syndicate Trust
Bldg., Olive 43

SAN FRANCISCO: Roger A. Johnstone, 155
Montgomery St., Kearny 8086

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index. National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co., Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

In Sharper Focus

S. Roland Hall

HUMILIATING as the confession His, I admit that my entry into advertising was not through the selling of shoes to retailers nor through demonstrating vacuum-cleaners to housewives. My only real selling experience was soliciting advertising for a newspaper, and I didn't like that a darned bit. So, according to present-day precedents, I simply "don't belong" in advertising work. I flopped into advertising work by reason of being a \$30-a-week stenographer thirty-some



years ago in New York. The good stenog. (and I was one and am yet, though I now take dictation from no one but Mrs. H., three young Halls and a number of hard-headed clients) simply has to absorb a lot of the business knowledge that goes into his ear and down through his arm and pencil onto the notebook (Mr. Editor, please remove the *to* from *onto* if it makes your chief proofreader shudder). I absorbed.

The home town was Heathsville, Va.—175 population then and 175 population now. Courthouse, jail, two taverns, public square, monument, easy-going folks—you know. I learned shorthand there, studying alone—a number of years before the International Correspondence Schools started teaching by mail. Then I drifted to cities—finally to old New York. Oh, I forgot. While in the country, I was correspondent for local and town papers and wrote and sold several short stories.

In old downtown New York, I worked first in the New York office of the

Washington Star, Baltimore News, Indianapolis News and Brooklyn Eagle with M. Lee Starke—now dead. There I had glimpses of the celebrities of that day—George P. Rowell, George Batten, Charles Austin Bates and many others.

My liking for spare-time study enterprises eventually drew me to the International Correspondence Schools, Scranton, where I spent ten happy years, first creating advertising of various sorts and then preparing advertising and salesmanship courses and teaching these subjects.

I had a little experience with George Frank Lord in his advertising agency work. Eventually I went "from the abstract to the concrete"—as a friend wittily phrased it—and took the job of advertising manager with the Alpha Portland Cement Company at Easton, Pa. Then a few months with Victor Talking Machine Company, where I had insight into another wonderful business. My experience in Camden was not made short by the Victor people. I am grateful for the fact that I have always had fine, broadminded employers and been in enterprises that commanded enthusiastic effort on my own part.

Seven years of running my own small advertising agency, 100 whole minutes away from the roar of Manhattan's elevated, brought me to the end of my first cycle of fifty years last January. It's great sport to have to meet your own payroll, O. K. your own expense account, and deal with the advertising committees on four or five different accounts.

I see more romance and fun in business than I did twenty years ago. And if you who read this piece don't believe I feel young and fit, gaze upon this snap of me and Brother Stout of the Chicago Club as we entertained the advertising people on board the good ship Republic in July, 1924. I'm the "white hope" in this scene.

Confidentially, Mr. Editor, I think that the instinct to teach, write or to preach may prove to be just as logical a starting point for an advertising career as experience in selling shoes or cream-separators. If selling were the principal requisite, what an army of gay boys we could recruit, for advertising work, from the million or more of salesmen we have. Now I have started an argument—one of my principal amusements. Of course I believe that selling experience helps an advertising man. So does reporting experience or any other kind of experience that trains one to find out things for oneself and to tell them convincingly to others, especially strangers.

Working 18 hours a day

*Your Advertising works 6 hours
longer in the Globe-Democrat
than in any other St. Louis daily*



GLOBE-DEMOCRAT advertising works 18 hours a day—six hours longer than the advertising in any other St. Louis daily.

It begins to exert its influence at 9 o'clock at night (in The First City Edition).It works till its last reader is in bed.

Next morning it is on the job with the first riser, and it works all morning.

At noon the evening papers get on the job.... three ...six...no, nine hours late!

And The Globe-Democrat is still plugging away....putting in its good old 18-hour working day.

By the time the evening papers get to work, The Globe-Democrat has had time to tell St. Louis and The 49th State about what you are selling.

Efficiency?....Yes, greater efficiency than your advertising dollar can get in any other St. Louis newspaper.

For here is selling influence which works for you six hours extra....And works when work is important.

It reaches customers during the hours when they can buy. It impresses them at the logical and the psychological time.

St Louis Globe-Democrat

St. Louis' Largest Daily

F. St. J. Richards - - - New York
Guy S. Osborn - - - - - Chicago C. Geo. Krogness - - - San Francisco
J. R. Scolaro - - - - - Detroit Dorland Agency, Ltd. - - - London

A Proposal to Dismember Texas

In the national scheme of things Texas occasionally suffers from her own great size. Her agricultural leadership of America is discounted. Buying-power is considered per square mile, and the Great Open Spaces are counted in. Only occasionally, of course.

Occasionally somebody forgets that Texas is not only the State of greatest farm income but the State of greatest income *per acre* of cultivated land. That for economy of merchandising, the open spaces can be passed up. That certain parts of Texas are as closely-knit and as rich as any in America.

If Texas is too big, cut it up. Single out, for instance, the Dallas area—Prosperity Zone—where in a brief hundred-mile circle one-third of all the Texans live, and nearly one-half the State's vast wealth is created.

* * *

Prosperity Zone is not idly named. It has perhaps the highest average of increased business,

during the last few years, of any American market except Florida. Clean, substantial development that continues unabated today.

A State in itself, this Zone, with a larger population than all Kansas and as valuable crops as all New York or Pennsylvania. A scene of huge oil development. A well-railroaded and well-roaded community, with a city at its center whose population has doubled in the last ten years.

There have been some remarkable sales-records written in the Dallas market, but *none more remarkable than those being written by many sales organizations right now.*

* * *

There is only one newspaper by which Prosperity Zone can be thoroughly covered. It is a paper of outstanding character and influence.

A conservative, temperate, yet vigorous and progressive paper.

A paper grown old in leadership, yet never more impressively a leader than today.

*Dallas is the door to Texas
The News is the key to Dallas*



The Dallas Morning News

Art Directors Club Makes Annual Awards

AWARDS for the winners in the Fifth Annual Exhibition of Advertising Art, conducted by the Art Directors Club of New York, which opened at the Art Center, 65 East Fifty-sixth Street, on May 5 and will run through until May 29, have been made in the various groups as follows (names of advertiser, agency and artist in order):

PAINTINGS AND DRAWINGS IN COLOR:

(a) *Figure Section*—Medal to Cheek-Neal Coffee Company; J. Walter Thompson Company, Inc.; Henry Raleigh. Honorable mentions: (1) Pratt & Lambert, Inc.; A. P. Hill Company, Inc.; Walter Biggs. (2) American Radiator Company; Barton, Durstine & Osborn, Inc.; Lucille Patterson Marsh.

(b) *Still Life Section*—Medal to H. J. Heinz Company; Calkins & Holden, Inc.; Merritt Cutler. Honorable mentions: (1) Atwater Kent Manufacturing Company; Barton, Durstine & Osborn, Inc.; Charles Kaiser. (2) The Jell-O Company, Inc.; The Dauchy Company, Inc.; Linn Ball.

(c) *Miscellaneous Section*—Medal to Rusling Wood, Inc.; Calkins & Holden, Inc.; E. A. Georgi. Honorable mentions: (1) Franco-Belgique Tours Company; Albert Frank & Company, Inc.; Peter Helck. (2) Davey Tree Expert Company; J. Walter Thompson Company, Inc.; Frank Swift Chase.

POSTERS AND CAR CARDS—Medal and Barron Collier Prize to National Association of Book Publishers; Jon O. Brubaker. Honorable mentions: (1) New York Edison Company; F. G. Cooper. (2) Cathedral of St. John the Divine; Tamblin and Brown; Adolphe Treidler.

BLACK AND WHITE LINE—Medal to George H. Doran & Company; Bertrand Zadig. Honorable mentions: (1) Freed-Eisemann Corporation; Hommann, Tarcher & Cornell, Inc.; Wilford Jones. (2) Ovington's; Pedlar & Ryan, Inc.; Wallace Morgan.

BLACK AND WHITE ILLUSTRATION—Medal to Freed-Eisemann Corporation; L. S. Goldsmith & Company; F. R. Gruger. Honorable mentions: (1) Holeproof Hosiery Company; Lord & Thomas; Floyd M. Davis. (2) Lehigh Portland Cement Company; The Blackman Company, Inc.; Hugh Ferriss.

DECORATIVE DESIGN—Medal to West Virginia Pulp & Paper Company; Rogers and Company; E. A. Wilson. Honorable mentions: (1) West Virginia Pulp & Paper Company; Rogers and Company; T. M. Cleland. (2) Strathmore Paper Company; Federal Advertising Agency, Inc.; Guido and Lawrence Rosa.

PHOTOGRAPHS—Medal to Hooven Rent-schler Company; Harry Varley, Inc.; H. W. Scandlin. Honorable mentions: (1) Welch Grape Juice Company; J. Walter Thompson Company, Inc.; Edward J. Steichen. (2) The Gorham Company; Barrows & Richardson; William Shewell Ellis.

E. W. Beatty

Formerly advertising manager for the Michigan State Automobile School, and more recently secretary, has joined Whipple and Black, Detroit advertising agency.

R. C. Beadle

By a decision handed down by the surrogate, has acquired for the Coal Publishing Corporation the *Coal Trade Journal*, which has for many years been in the estate of the late Frederick E. Seward. The *Coal Trade Journal*, it is understood, will be consolidated with *Coal* but continued as a weekly publication. The offices of the Coal Publishing Corporation are at 11 Broadway, New York, and Hampden House, Kingsway, London, W. C. 2.

*If you see it wherever you go—
it's an*
**EINSON-FREEMAN
WINDOW DISPLAY**

[327 E. 29th St.
Lexington 5780
New York City]



House Organs

We are producers of some of the oldest and most successful house organs in the country. Edited and printed in lots of 250 to 25,000 at 5 to 15 cents per name per month. Write for a copy of THE WILLIAM FEATHER MAGAZINE.

We produce The Bigelow Magazine

The William Feather Company
605 Caxton Building, Cleveland, Ohio

The Most Alert Among The Alert

OF THE 27,000,000 families in this country, how many are worth cultivating?

There are 16,000,000 names of automobile owners. . . . Too high a proportion of the total to be selective.

There are 7,000,000 names on last year's income tax lists. The new tax bill will strike off 2,300,000, leaving only 4,700,000. . . . Too small a proportion

Both income and automobile statistics are curiously misleading. For example, they distort the relative values of agricultural sections.

There is an intermediate index of market value, which has proved itself for our purpose. It is the home telephone.

The roster of 8,500,000 residence telephones more correctly than any other market measure represents the distribution of buying power and activity as between states, cities and towns.

A telephone signifies that a home can afford more than the bare necessities. But it has a deeper meaning than money. For the telephone is found only in homes which have lifted themselves above the dead level, which have widening interests and contacts with the world outside, homes which are *alert*.

For eleven years The Digest has been sending its circulars to the telephone subscribers. By this method it has increased its circulation to more than 1,400,000. This is a further refinement of the market—a sifting of millions of alert people, at every income level, to find the million who are *most alert*—the active, intelligent ruling minds of America.

Get Digest readers to buy your product—get them to buy it first and keep them buying it—and you'll sell not only to them but to the far greater number who follow where they lead.

The Literary Digest

Direct Selling!

Are you thinking seriously about applying the powerful "house-to-house" method of marketing to your own business?


Don't guess or experiment blindly. Get definite figures on costs, selling plans, sales per agent, display methods, and prospective profits from The Marx-Flarsheim Co., the leading advertising agency specializing in house-to-house selling.

Our clients include many successful direct-selling firms, to whom we will gladly refer anyone interested.

Inquiries from responsible manufacturers are invited. If possible, the letter should detail all essential preliminary facts and plans, so that our reply can be complete and relative to your own business. No obligation, of course.

The **MARX-FLARSHEIM Co.**
Advertising
Rockaway Building
CINCINNATI



Advertising  Typographers

Good typography invites reading. It offers no distraction to the message. It makes no attempt to display unusual type faces and curious characters. It endeavors to tell the advertiser's story simply and well—without interruption. Pittsford typography is good typography.

Ben C. Pittsford Company
431 So. Dearborn St., Chicago
Phone Harrison 7131

Better Direct-Mail Results!



Catch the eye with Selling Aid Cuts! Picture sales ideas. Increase "pull." Send 10c today for proofs and advertising plans.

SELLING AID

808 Wabash Ave., Chicago

Selling Women Their Own Kitchens

[CONTINUED FROM PAGE 30]

for years (and tired of it) and the flappers of today actually let a gas company woman—a young woman, perhaps—try to teach them cooking? The inquirer would need to take only a brief glance into the auditorium of the Public Service Electric and Gas Company in Newark, some afternoon, to find an overwhelming answer in the form of thirteen hundred women of every age, class and nationality sitting for three hours watching and listening to Miss Swann describe and demonstrate (on the stage) the preparation of a meal.

OR he might go over to Brooklyn to see Miss Marjorie E. Pidgeon—affectionately known in the Kings Highway and Coney Island district of the Brooklyn Borough Gas Company as "The Girl in White"—hold two hundred women spellbound every Wednesday afternoon with her charming discussion and able skill in cake making (and other cookery). One should watch her nonchalantly put a "ticklish" cake into the oven, set the regulator, walk away and pay no further attention to the cake until the clock said it was done—no breathless peering into the oven, no testing with a broom-straw, no worry about "falling." And then the applause when she takes a perfect cake out of the oven at the appointed time!

Again he might stand for half an hour in the appliance sales room of the Peoples Gas Light and Coke Company in Chicago, and see the hundreds of women (and men) stop at the Home Service booth for recipes and information supplied by the staff of Mrs. Anna J. Peterson, who broadcasts radio cooking lessons nearly every day.

The women welcome these cooking classes; young and old, rich and poor alike seize the chance to learn a better way, an easier way to cook standard dishes, and to find out how to cook fancy dishes and others they had feared to attempt. And they come back "next time" bragging of their success or appealing for additional help, in following the instructions.

These Home Service Directors teach economy in the use of gas, showing how to combine dishes on one range burner, how to turn down the flame to the minimum needed, how to plan a meal so as to use the oven or broiler for as many things at one time as possible. They are not selfish to the extent of wanting housewives to waste gas. But they want the consumers to use more gas economically and be glad to do it.

One of the particular phases of the modern way of housekeeping that these gas companies are fighting against is the neglect of the use of the gas range oven. The cook of today unconsciously tends to use only the "top of the stove"—oven cooked foods are those supposed to be too much trouble. Home made cakes and pies, biscuits and other pastry are "out of style"—especially since they can be bought so cheaply at the nearby bakery. Broiler pans and roasting pans must be cleaned—which means trouble.

To keep the oven busy, as well as the other gas burners, the directors emphasize diet studies, decry the fried meal, make cake-decorating a desirable "stunt" and an easy one, and spend much time on the subject of pie crust—the despair of their audience. What woman is there who can resist the desire to fuss with a pastry tube, making fancy designs on a cake; what husband is there who won't ask for more of the light, flaky crusted pie that beats "mother's"? And, so, back into style comes the range oven, especially when equipped with an oven thermometer or a temperature control device.

THIS work among the gas companies has been used in isolated cases previous to 1923; it has grown by leaps and bounds since. Even yet it can hardly be called a general practice. Although one or two companies have been able to show startling increases in domestic gas sales among customers attending these cooking lessons (running as high as 200 per cent increase): there has not been sufficient time to gather definite statistical evidence to prove the results that observers are sure have come about. The effects are naturally only cumulative and will show themselves increasingly greater each year.

Nevertheless, there are some very vivid collateral results, especially in the line of improved public relations, reduction in complaints about appliances, fewer unwarranted high-bill discussions, which are directly traceable to the improved service which housewives are getting from their ranges. These alone would justify "Home Service," and have made the entire gas industry awake to the value and effect of such work. The dramatic way in which this service is conducted, the winning personalities of the directors, and the honest effort to help women, has brought consumers into sympathetic relationship to the gas companies having such departments at their disposal.

"To rise above mediocrity ~ requires enthusiasm and a determination not to be satisfied with anything short of one's ideals." ~R.R.Updegraff



Painted by Walter Biggs for the Postum Cereal Company and awarded a first prize at the exhibition of the Art Directors' Club, Philadelphia. Courtesy Young & Rubicam.

TO produce work that approximates perfection it is necessary to employ in its preparation men who possess an intelligent conception of their subject matter and the technique necessary to its proper execution. We as an organization which believes in employing only those who are masters of their craft, are pleased to see Young and Rubicam, a concern which entertains a similar opinion, have their work accorded the recognition which it so justly merits.

The EMPIRE STATE ENGRAVING COMPANY
 ~ 165-167 William Street, New York ~

Condors

THE condor in the National Zoological Park lays an egg and presents an advertising parallel.

The event is front page stuff. She averages one ovum in four years. It's valued at \$750. It can't be bought. The authorities chortle. The head keeper kisses her. A sub-underling feeds her choice bits of carrion. And to a common hen is delegated the duty of parking on the egg until the promise is kept.

In the meantime the hens in I-O-WAY and points adjacent go on laying eggs every day—some days—which are worth more in the aggregate than all the gold mined in any similar time.

It seems to me that advertising is judged too much by its exceptions and too little by its rules. Men are judged that way. And magazines.

It's natural enough. Human nature, being what it is, loves the spectacular too much to analyze it.

If advertising results consisted wholly of condors' eggs, the sound of the undertaker would be heard in the offing and on the tombstone would be engraved the single word, STARVED.

Fortunately, advertising in good and circumspectly circulated industrial papers is, like the hen, on the job most of the time. It keeps quietly and surely piling up food for sustenance instead of something for small boys to gaze at on Sundays and holidays.

Personally, I refuse to worry if I never see a condor, but I'll fret a lot if I can't get 'em poached on toast tomorrow morning.

A. R. Mayjer

for
INDUSTRIAL POWER
608 So. Dearborn Street
Chicago, Ills.

One reason for Industrial Power's method of CONTROLLED CIRCULATION is that when conditions are not wholly favorable to "laying" in one plant they are in another. You can't miss much when your advertising is searching throughout 42,000 establishments!



The British Strike

The British general strike was not an attempt at revolution, though if it had long continued, there is more than a possibility that it might have taken some such form.

It was not an endeavor on the part of MacDonald, Henderson and Thomas to set up an "alternative government," though these men, having tasted the sweets of power, would like to enjoy them again.

It was, at bottom, a protest against an uneconomic wage-standard, against irregular employment, against hunger, against housing conditions which are so bad that Englishmen have been ashamed of them for more than a generation.

It was, moreover, a protest against the unwillingness—or the inability—of British employers to modernize their methods and their machines; a frame of mind which is, at one and the same time, the despair and the admiration of the business men of other lands. To suggestion, criticism and comment, the British factory-owner has only one reply, "My way is best."

The British worker is, if such a thing is possible, even more stubborn than his boss. Once the cheapest of workers—because the most productive, he is today the most expensive—because the least productive.

What makes existing conditions in Great Britain all the more deplorable is that the British business man wants to do the right thing. And though you might not think so, if you saw him in action (!), the British worker is animated by the same desire.

To bring these groups together; to make them see eye to eye and realize that they are "all in the same boat," as Mr. Baldwin phrased it, is a task which calls for all the courage, all the patience and all the genius for compromise which Englishmen are credited with having.

An "Extra-Hazardous" Occupation

Authorship, journalism—call it what you will—is an occupation which has more than its fair share of uncertainties. The insurance companies would, I imagine, classify it as "extra-hazardous."

You devote a week—or two weeks—to the preparation of an article on a subject which seems to you to be interesting and timely. You mail it to the publication which "ought to take it." It doesn't. It sends your Ms. back with a celerity which heightens your respect for the efficiency of the post-office department and lowers your confidence in the intelligence of editors. That afternoon or the next day you send that same Ms. to another editor. Your first experience is repeated—not once, but half a dozen times.

Then a Bright Idea occurs to you—usually about the time you are ready for bed. You can't get rid of it. "That's a good sign," you say to yourself. "Shows the idea has vitality." So you don your dressing-gown, light your pipe and between 11.20 p.m. and 2.45 a.m., you write 2500 words. You have your story typed. You mail it. For two weeks, you hear nothing. Then—"We shall be glad to publish your article. Will such-and-such a price"—it is invariably a hundred dollars more or less than you had in mind—"be satisfactory?"

Such happenings are the compensations of authorship.

How One Man "Does It"

If you would like to know how one man "does it," ask John L. Blair, president, New Process Company, Warren, Pa., to put your name on his mailing list.

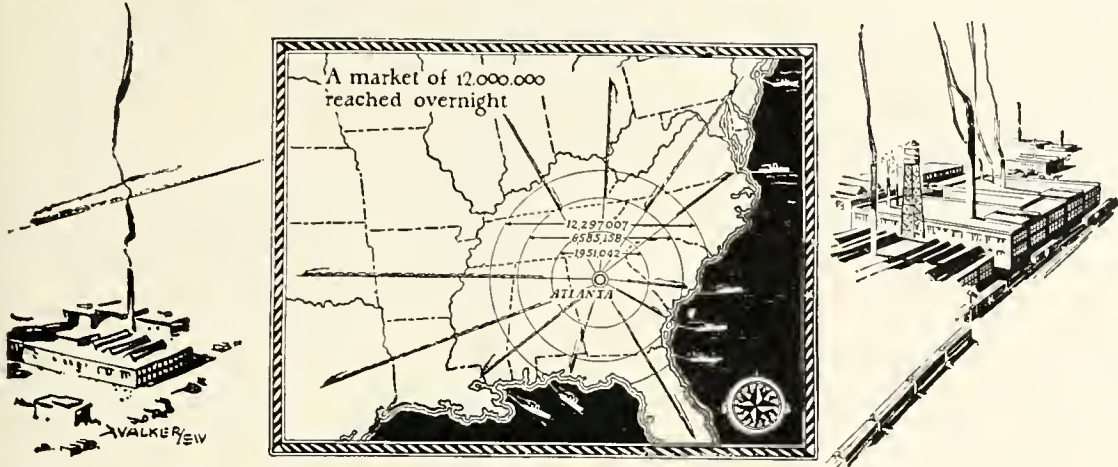
If Mr. Blair does that—and I think he will—you will receive—oh, perhaps, half a dozen times a year, letters from Warren offering you an overcoat, or shirts, or a traveling bag which—the letters, I mean—are so convincing that you simply cannot resist them. Note, please, that I said "convincing," not "plausible."

Listen to this extract from Mr. Blair's latest:

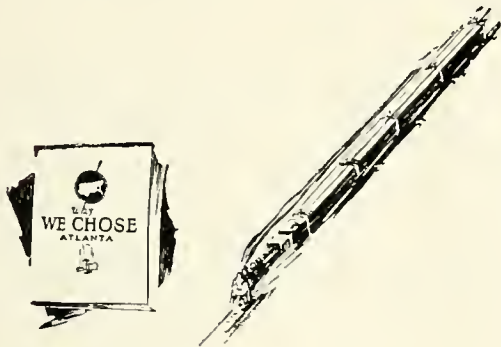
"All we want you to do is try out this new 'Handibag' for a week. If at the end of that time, you should like the bag so well that you want to keep it for yourself, you can send us—NOT the \$12 or \$15 you would expect to pay for a genuine cowhide bag in a store—but our special Introductory Price to you—only \$7.95. Otherwise, all that is necessary is just to ship it back in its original container at our expense, and in payment for the week's use, give us your judgment of its salability.

"Naturally, we are not making offers such as this to everyone. Naturally, too, your advice will be of value to us only if we can get it soon—before the vacation season opens up." JAMOC.

One Hundred Million Dollars!



The Largest Textile Deal in History for the ATLANTA Industrial Area



Send for this booklet

Containing the actual experiences of some of the 500 great concerns that have chosen to serve the South from Atlanta

GOODRICH and FISK, two great tire companies announced recently a development that with other similar developments, will within two years put 60% of the American tire fabric production, and 50% of the world's production, in Georgia and the Atlanta Industrial Area.

Why Do They All Choose the Atlanta Area ?

GOODRICH, FISK, GOODYEAR — all have selected this section within the last few weeks. Why? For the same reasons that nearly six hundred nationally known concerns have also come here, representing all lines of industry.

Because of vital production economies, due to savings in Labor, Power, Raw Materials,

Taxes and other vital factors—and because Atlanta is indisputably Industrial Headquarters of the South.

The Atlanta Industrial Bureau will be glad to give you the same data that has been the basis of these developments, presented from the standpoint of your business.

Write to INDUSTRIAL BUREAU

2031 Chamber of Commerce

ATLANTA

Industrial Headquarters of the South.



The Architectural Record has 6,635 Architect and Engineer subscribers

28% more than its nearest
competitor—42% over the 3rd
paper in the field—and 47%
over the 4th

Ask us for the latest statistics on building activity—and for data
on the circulation and service of *The Architectural Record*.

(Net Paid 6 months ending December, 1925—11,537)

The ARCHITECTURAL RECORD

119 West Fortieth Street, New York, N. Y.

Member A. B. C.

Member A. B. P., Inc.

TESTIMONIALS

Speaking of testimonials here's one we appreciate
"I don't see how you do it. Our photostats are back
almost before we realize the letters have been turned
over to you. Real service."
Let us prove that for you. You want photostats when
you want 'em. We get them to you.

Commerce Photo-Print Corporation
80 Maiden Lane New York City

Folded Edge Duckline and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor
Displays

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish
daily. A.B.C. circulation equal to combined total
circulation of all Jewish newspapers published. A
leader in every Jewish community throughout the
United States. A home paper of distinction. A
result producer of undisputed merit. Carries the
largest volume of local and national advertising.
Reviews effective merchandising service. Rates on
request.

PROVE IT! SHOW THE LETTER

If your salesman could show skeptical prospects the
testimonial letters and orders received from satis-
fied customers, it would remove doubt and get the
order. Don't leave testimonial letters lying idle
in your files—give them to your men and increase
your sales thru their use.

Write for samples and prices

AJAX PHOTO PRINT CO., 31 W. Adams Street, Chicago

Bakers Weekly A.B.C. - A.B.P.
New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory
and experimental bakery for determining the
adaptability of products to the baking in-
dustry. Also a Research Merchandising De-
partment, furnishing statistics and sales analy-
sis data.

**The Only "Denne" in
Canadian Advertising**
You cannot effectively place your
Canadian Advertising by merely
consulting a Newspaper Directory. You
need an Advertising Agency familiar
with "on the spot" conditions. Write.
A.J. DENNE & Company Ltd.
Reford Bldg. TORONTO.



Be sure to send both
your old and your
new address one week
before date of issue
with which the change
is to take effect.

Thumb-Tacks Are Not Product Outlets

[CONTINUED FROM PAGE 21]

those facts stand as written, what shall
be the attendant corollaries and con-
clusions?

Why not these, as a starter:

1. To increase a manufacturer's
sales volume, the most vital action
would seem to be to obtain the largest
possible flow of the products which he
sells, through all of the local outlets
to ultimate consumers.

To create desire for one's product in
a community where one's goods are not
on sale is to spend money to sell the
product of competitors—for the com-
petitor's goods are always sold in such
cases.

2. Every thumb-tack in the distribu-
tion map indicates a point where the
manufacturer's goods are lying in
stock—perhaps dying in stock—and
crying aloud for sales help.

Why do you refuse to pull out that
plug and put on some local advertising
pressure to get your goods selling in
that community and get a new and big-
ger repeat order from that store?

Kindly look back at our blackboard
and re-read facts 7 and 9; then read
facts 2, 3 and 10. Next consider facts
5 and 6.

AFTER a not too brief cogitation, get
out your records and look over your
advertising budget. Have before your
mind just how much money you are
spending to shoot arrows of hope into
the air—which of course is highly
profitable, as all advertising evidence
proves. That you should do; but this
other you must not leave undone.

But, if it is valuable to "tell the
world" about your goods, when half of
some large fraction of the readers of
your advertising have no chance to find
your goods for sale in their communi-
ties; how infinitely more valuable will
it be to lay out a definite part of your
advertising appropriation to create and
stimulate desire for your goods in those
exact spots where the thumb-tacks are?

When the manufacturer, or his
agent or adviser, suggests that all his
advertising money is spent on shooting
into the air, and he hasn't any left to
exploit his goods in the exact spots
where his goods are on sale, I wonder
how the term "hard-headed business
men" ever got coined, for its generally
accepted definition.

And now the ultimate conclusion of
the wise manufacturer.

He will carefully analyze his figures
of selling cost in this way:

1. How much does it now cost me to
sell goods in the old-fashioned, con-
ventional manner, which leaves the
goods to stagnate on shelves of stores,
causing half of my prospects to die,
and retarding my sales possibilities in
all stores?

2. How much more goods would it be
possible to sell at each of my local out-
lets, if I did local advertising at those
points to stimulate desire for my goods

POWER

Fred R. Low

Editor in Chief. Past President A.S.M.E., Past Member American Engineering Council, Chairman A.S.M.E., Boiler Code Committee, Chairman A.S.M.E. Power Test Code Committee, Author of several Engineering works, Member Nat. Assoc. Stationary Engineers—an outstanding figure in the industry. Editor of POWER for 37 years.

A. D. Blake

Associate Editor of POWER for 15 years. Graduate Mechanical Engineer, 3 years power plant construction experience—Member A.S.M.E., N.A.S.E., Member A.S.M.E., Sub-committee on Industrial Power.

C. H. Berry

Associate Editor. Formerly Assistant Professor Steam Engineering at Cornell, then Technical Engineer of Power Plants, Detroit Edison Company. Member A.S.M.E. Power Test Codes Committee, Chairman A.S.M.E. Sub-committee on Steam Turbines, Member American Refractories Institute.

F. A. Annett

Electrical Editor. Five years instructor in Electrical Engineering, five years in the design, construction and operation of electrical machinery, and eleven years on POWER Editorial staff. Member A.I.E.E., N.A.S.E. and Association Iron and Steel Elec. Engineers.

L. H. Morrison

Oil Engine Editor. Graduate Mechanical Engineer, 15 years experience in design, erection and operation of oil engines. Sec. Gas Power Section of A.S.M.E., Member N.A.S.E. Author authoritative works on oil engines.

P. W. Swain

Associate Editor. Graduate of both Yale and Syracuse. Instructor in Power Engineering at Yale for two years. Chairman Papers Committee of American Welding Society, Chairman Sub-committee on bibliography of feed water investigation, A.S.M.E. and N.E.L.A. Member N.A.S.E.

A. L. Cole

Three years of design experience, 8 years as chief engineer of a 15,000 k.w. station. Specializes on boilers and powdered fuel. Member A.S.M.E.

Thomas Wilson

Western Editor. Graduate engineer, 20 years practical experience. Member A.S.M.E. and Western Soc. of Engineers. Member Executive Committee of Chicago Section A.S.M.E. Member N.A.S.E.

F. L. Beers

Copy Editor. Member of POWER Staff for 25 years to whose hands all copy must go for final check and approval.

**These Men Make
POWER**

Published
at 10th Ave. and

36th St.,
New York

By the McGraw-Hill Publishing Co., Inc.

Devoted to the Power Problems
of All Industries

Proof of Leadership—

There are many proofs of the leadership
of POWER—

And curiously enough one of the most
striking proofs is the size and quality of its
foreign circulation.

POWER has far and away the largest cir-
culation beyond the seas of any power paper
published in America—a circulation almost
exclusively among prominent consulting and
operating engineers.

Engineers abroad watch American power
developments keenly. They want the facts.
And they get them just as the leading con-
sulting and operating engineers here at home
get them—by subscribing to POWER.

Their choice is a frank recognition of the
leadership of POWER in America.

The leadership of POWER springs from
the quality of its editors.

Note them! Men of special training, ex-
perts in the field, men of ideas and judgment

Yes, men *do* make papers!

Are YOU using the selling power
of POWER?



s e e d s

SCIENTISTS today are seriously discussing whether man in the next thousand years may not be obliterated from the world—by insects. The reason is their tremendous increase coupled with man's elimination of their natural enemies.

Fragile, destroyed by a blow, some of them living but a few short moments, insects as a group have a tenacious grip on life because of their prodigal reproduction. Every egg an insect lays is as complete and perfect as Nature can make it. Each one has world-wide possibilities. An insect doesn't seem to worry about waste circulation.

The reproduction of business is largely influenced by advertising. The effectiveness of the individual units of that advertising is increased by painstaking care and excellence in such seemingly small details as—engravings.

Gatchel & Manning, INC.

C. A. STINSON, President

Photo Engravers

West Washington Square ~ 230 South 7th St.

P H I L A D E L P H I A

among the people of those communities?

3. How much would it cost to lay out a program of regular advertising in all the communities where my goods are on sale; or at least in all the important communities?

4. How much less would my selling cost to stores be, if I did this local advertising, and made the dealer realize that my goods were constantly wanted by his customers?

5. When the saving on lower selling cost would be added to the increased profits that would be made on the larger sales volume, would I not find the local advertising campaign cost me only a small part of the added profits that I would make? Then, with this large increase of output, my factory overhead percentage should be greatly reduced, increasing still more my net profits.

6. Since sales of my goods could be doubled at many points and multiplied in many other points, it would seem to prove that they might be similarly increased at all points. This multiplication of the units would of course double the total sales volume, and thus double my advertising appropriation without increasing my percentage of advertising cost.

7. Since we seem to have nearly approached the apparent point of saturation, under our present policy, and the new policy seems to offer a quite logical method of increasing our sales, I hereby resolve to try out the plan at a hundred representative points and see just what definite results can be secured. It may be the one big thing that I can do to beat competition next year.

League of Advertising Women of New York

At the annual meeting of the board of directors of the League elected Helen M. Rockey, a copy writer in the advertising department of the New York Edison Company, president for the coming year. Miss Rockey succeeds Minna Hall Simmons of the Powers Reproduction Corporation, president for the past two years. Anna M. McLean of the John B. Woodward Company was elected vice-president; Emily Connor, Marchbanks Press, corresponding secretary; Mae Shortle, Rogers & Company, printers, recording secretary, and Elsie E. Wilson, American Radiator Company, was reelected treasurer.

The John Day Company, Inc.

New York, is the name of a new corporation with offices at 25 West Forty-fifth Street, which has been formed by Richard J. Walsh, Cleland Austin, Trell Yocum and Guy Holt to publish books.

Dorland Agency, Inc.

New York, announces the opening of their Florida headquarters at 914 Olympia Theater Building, Miami, under the management of John A. Cleary. Mr. Cleary was formerly director of advertising and sales promotion for the Cadillac Motor Car Company, Detroit, Mich., and the Peerless Motor Car Company, Cleveland, Ohio. He has conducted his own advertising business in Miami during the past year.



Here is a Publication Sold Solely on Its Contents, Yet...

- has the largest circulation
- at the highest subscription price
- in a field which is America's second largest manufacturing industry

MR. O. C. HARN in a recent contribution to *Printers' Ink* stressed the fact that too few buyers of space investigate the kind of audiences they buy. He mentions specifically the price paid for subscriptions, how the readers are induced to subscribe, the degree of interest.

TEXTILE WORLD'S readers subscribe because they are shown that the publication has real value to them of a business or technical nature. All mail subscription solicitation is based on actual editorial contents. All premiums given for prompt payment consist of

technical reprints from the publication.

The renewal rate runs between 65 and 75 per cent, according to business conditions. Now 71.80 per cent.

No clubbing offers. No installments. No so-called "subscription getting schemes."

And yet TEXTILE WORLD has more than twice as many "Class A" subscriptions (textile mills and executives) as any other textile publication audited by the A. B. C.

Ask for a copy of "How To Sell To Textile Mills" using your letterhead.

Member
Audit Bureau of
Circulations

Textile World

334 Fourth Avenue

New York

Member
Associated Business
Papers, Inc.

Drilling Deep— for Sales

A mere scratch on the surface does not get oil, nor can paying production be assured without "makin' hole" in proved location.

OIL TRADE drills deep and it drills where results are sure. Its circulation is a proved circulation. It goes to the men who influence the buying, and it goes deep into their consciousness.

The OIL TRADE advertiser is no "wildcat-ter". He's taking no chances—he's sure of results.

Our Department of Research and Selling Helps has prepared a survey of the market in the oil industry, in booklet form. Its title is "More Business from The Oil Industry". Send for a copy.

The Oil Trade

350 Madison Avenue

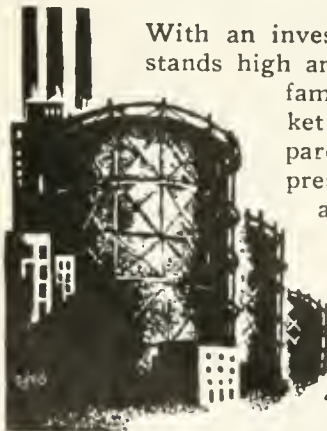
New York City

Chicago

Tulsa

Los Angeles

"Impressive Facts About the Gas Industry"



With an investment of \$4,000,000,000, the gas industry stands high among the country's leading industries. To familiarize advertisers with the enormous market which this business affords, we have prepared an attractive little booklet entitled "Impressive Facts about the Gas Industry." You are invited to send for a copy.

Robbins Publishing Co., Inc.

9 East 38th Street

New York

**GAS ENGINEERING AND
APPLIANCE CATALOGUE**

Le Hypothesis de la Hypotenuse

[CONTINUED FROM PAGE 28]

Upon an epidemic. Triangles run wild in American advertising. Triangles and circles and sectors and vortices, foci and hypotenuses and oblates. All the brave old madness of the "Nude Coming Downstairs," diluted with strawberry ice cream soda and air-brushed flat on the page. Do you make a corset? Fine! Jimmy, hand me them dividers and that there triangle, and let's go! Scramble the circles and raise hell with the hexagons. Don't complete anything; vignette everything. Background? Oh, stick in some more triangles, blur the edges of them! Closing date? All right—there you are, sir—and all in the exact time of eighteen minutes, four seconds, according to three out of five of the stop-watches.

BUT they didn't stop at corsets. Franklin, that grand old duck-billed guardian of the integrity of motor-car manufacture, fell for the geometrics early and with Everett Henry's drawings of queer scenery, produced a campaign that, whatever else it was, was different and still is. (It won't be, much longer.) Right on our very hearth Edison Mazda brought forth a Post—double all full of zig-zagging light rays, and interesting too, if I do roll a log. Maybe Edison Mazda would have done this if it hadn't been for what Wallace did in Paris in 1924; maybe Edison Mazda would have realized that the Japanese flag is the best piece of display on earth; and maybe not. Corticelli, Barbara Lee, Van Raalte, Bourjois, Hickson—they all fell. Saks-Fifth Avenue, after playing around with a graphic style derived from New England by way of Herald Square, has set out to corner all the geometric advertising in America; and all the little shops, and the night clubs, and the department stores in the sticks, and the *Bon Dieu* alone knows how many others, are torn twixt love and duty trying to decide whether to do anything so daring or not. Four out of five times not.

Yes, it is a feminine style, this polyhedric panic. It goes with the crazy printed fabrics that go on females. Altogether it has been built into a fine fad and presently will run itself into the ground, like most mannerisms that are not manners. Heyworth Campbell, who will answer at the gate of justice for more than the average, and who was doing monkey-triangles on his editorial pages in *Vogue* long before Wallace gave his shower, says it is through; says he is not going to draw another triangle; he is off 'em; hereafter he will use nothing but French curves and brass rules. If he says it is through, it is. But it probably is not—not until the last far-flung Pasadena tea room

NUMBER SIX OF A SERIES GIVING GLIMPSES INTO VERMONT INDUSTRIES



Left—Typical Vermont scenery — part of the attraction for Vermont's thousands of visitors.

Below—One of Vermont's many charming summer places.



Vacation Resorts in Vermont

This state assumes an additional importance to advertisers because of them

An Unequaled Resort

Vermont attracts thousands of tourists each year. Within its borders is a profusion of beautiful scenery unequalled anywhere. The sports it offers bring many enthusiasts. And, being so near the great urban centers of southern New England and the Atlantic Coast states, it has the advantage of accessibility.

Its Attractions

The attractions of Vermont are to be found in every portion of the state. All over there are splendid golf courses which delight enthusiasts. There is magnificent fishing in lakes, brooks and rivers. There are over 125 lakes exceeding 75 acres in area. Then, there are the large and widely known hotels for those who care for this type

of accommodation. And there are the smaller but comfortable and homelike establishments which delight others.

There is the Long Trail, a well-marked foot path which follows the Green Mountains thru their entire length, and includes the ascent of the more important peaks in the range. 15,000 people tramp over at least a part of this trail each summer, spending \$150,000 as they go.

Camps and Winter Sports

Another of Vermont's summer activities is the camps, which enroll over 6000 boys and girls for the summer months. These increase Vermont's importance as a resort because parents, coming to visit their children, find it so delightful that they pass their vacations there, too.

Altho summer is the time when visitors predominate, sports in the winter season are also having their influence in bringing an increasing number of visitors during the season each year.

New Buying Power

Vermont's visitors come into the state and spend millions of dollars each year. They not only bring wealth and buying power to Vermont and its residents, but they buy enormous amounts of goods for themselves in the trading centers of Barre, Burlington, Brattleboro, Rutland, Bennington and St. Johnsbury. By remembering that these are the big cities about which all of Vermont's commercial activity centers, you will easily be able to pick the proper newspapers to carry your message in this state.

VERMONT ALLIED DAILIES

Barre Times ∴ Brattleboro Reformer ∴ Bennington Banner
Burlington Free Press ∴ Rutland Herald ∴ St. Johnsbury Caledonian Record

LIVESTOCK 1925 \$120,000,000

In
WEST
TEXAS

Our
Trade
Territory

—and That's Only
One Item

**1925 LIVESTOCK
PRODUCTION IN OUR
TRADE TERRITORY
\$120,000,000.**



Oil
\$150,000,000

Cotton
\$150,000,000

A Billion Dollar Territory Covered with One Medium

THE STAR-TELEGRAM AND RECORD-TELEGRAM

MORE CIRCULATION IN THIS TERRITORY THAN ANY THREE
OTHER MEDIUMS COMBINED

Daily Net Paid
Over 115,000

No Premiums
No Contests

Sunday Net Paid
Over 120,000

FORT WORTH STAR-TELEGRAM
(EVENING)

Fort Worth Record-Telegram
(MORNING)

FORT WORTH STAR-TELEGRAM
and **Fort Worth Record**
(SUNDAY)

AMON G. CARTER,
Pres. and Publisher

Charter Member
Audit Bureau of Circulation

A. L. SHUMAN
Vice-President and Adv. Dir.

has tasted of the kick in this oh-so-French stimulant to advertising art.

Of course, it isn't French. There's some of the old cubistic in it, and a good deal of Austrian and Czechoslovakian, and some McKnight Kauffer (which is American English by way of south-German posters). The French maddened it up and simplified it some, and we have been prancing along the path of the fad, buttering it mostly.

Chasing a fad like this in the production of advertisements is wholesome, if we don't go in all over and apply it to everything regardless. Fortunately there are some sensible advertisers left whose money we are spending, and who won't convert our breathless up-to-date-ness into their cash. The pleasant convalescence ahead, after the disease has run its course, is that we shall have found what real good there may be in it, we shall have been stimulated to think a little more about the possibilities of the printed page, and we shall experience all the chastening conscience of a good rugged hangover.

Meanwhile, the astute Mons. Wallace may drop into any Sandeman grocery in Paris and indulge himself in a Porto Blane and send us the bill. We'll let Harper's Bazar and Vogue match to see who pays.

A. Bischoff

For five years with *Automotive Merchandising* and before that with the Chilton Company, is now representing *Jobber Topics* and *Motor Maintenance*, published by the Irving-Cloud Publishing Company, Chicago.

The Brotherton Company

Detroit, will direct advertising for the Hercules Motors Corporation of Canton, Ohio.

Samuel E. Ryder

Formerly with the Moto Meter, Inc., New York, has been appointed general sales manager of the Vlcek Tool Company, Cleveland.

Criterion Photocraft Company

Commercial photographers, announce their removal to 22 West Thirtieth Street, New York.

Myers-Beeson-Golden, Inc.

New York, will direct advertising for the Stetson Drug Corporation, New York, distributors of Stetson Tablets for Indigestion; for Mot-Acs, Inc., same city, manufacturers of Mot-Acs, a heater for automobiles that utilizes the hot water from the radiator; and for the United States Sand Paper Company, Williamsport, Pa., makers of Mapbrand sandpapers and emery cloths.

R. B. Donnelly

Formerly account executive in the New York office of Erwin. Wasey & Company, and prior to that divisional advertising manager of the B. F. Goodrich Rubber Company, has joined the staff of the D'Arcy Advertising Company, St. Louis.

Book and Booklet Compilation

If you want a striking and thorough-going book or booklet compiled; or a prospectus, or a special article, ask for a quotation from us. We have 17 years' experience at research, compilation and high-class writing. Also unequalled facilities for digging up live, important data, chart-making, and also for household and food booklet work.

THE BUSINESS BOURSE
15 West 37th St. New York City

Tel.: Wisconsin 5067

In London, represented by Business Research Services, Ltd., Iddlesleigh House, Caxton Street, London, W. C.

American Lumberman

Published in CHICAGO

Member
A. B. C.

READ wherever
Lumber
is cut or sold.



Superior Selling Power

In the World's Greatest Market

First in

Total Advertising

New York Evening Newspapers

THE Sun's continued leadership in advertising among New York evening newspapers is not due to unusual strength in a few classifications only—but to the fact that advertisers in every classification have found The Sun an exceptionally profitable medium through which to sell their products in New York.

Every month for the last ten months The Sun has published more advertising and has made larger gains in advertising than any other New York evening newspaper.

First in

National Advertising

New York Evening Newspapers

TO manufacturers who have new products to introduce and to those who seek increased sales for products already established in New York, The Sun is a powerful selling force in the world's greatest market.

For years National Advertisers have placed more advertising in The Sun than in any other New York evening newspaper. During the first four months of 1926 they used over 350,000 lines more in The Sun than in the next New York evening newspaper.

First in

Local Advertising

New York Evening Newspapers

LOCAL merchants are in an unusually advantageous position to judge the selling power of local newspapers. They are experienced judges of the buying habits and the newspaper reading habits of the people in the territory which they serve every day. They depend on their advertising to produce quick, traceable results.

During the first four months of 1926 The Sun led all New York evening newspapers both in volume of Local Advertising and in gains.

THE SUN is one of the great newspapers of the country. It is a clean, progressive, interesting newspaper—intelligently edited for intelligent men and women. It is free from sensationalism, prejudice and partisanship.

The circulation of THE SUN—already the largest weekday circulation among the better class homes of New York—is going steadily ahead on a sound, healthy basis. THE SUN'S average daily net paid circulation during the six months ended March 31, 1926, was 257,067. This represents an increase of 11,593 copies a day over the corresponding period of 1925—an increase won without the use of prizes, contests or other similar methods of forcing circulation—an increase won purely on the merits of THE SUN as a newspaper.

The



Sun

280 BROADWAY

NEW YORK

BOSTON
Old South Building

WASHINGTON, D. C.
Munsey Building

CHICAGO
208 So. La Salle St.

SAN FRANCISCO
First National Bank Building

LOS ANGELES
Van Nuys Building

PARIS
49 Avenue de l'Opera

LONDON
40-43 Fleet St.

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Export Advertising No Mystery

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kets and the determination of the copy appeal is equally sound for foreign or for domestic business. As a matter of fact, I do not know any sharp line of demarcation between them. There was a time when the American manufacturer located east of the Mississippi regarded the Rocky Mountains and Pacific Coast regions as foreign. They were, in the sense that they were strange to him. Canada was foreign territory to him also. He entered these markets and their strangeness disappeared. He looked afieid and saw Cuba and Mexico with a different background and a different language from his own. Yet today he does business there with almost the same ease as in territories one hundred miles from his factory. He has merely extended his trading zones from his own immediate neighborhood, section by section, state by state, and finally, country by country until now—and then only for the purposes of administration—does he distinguish foreign from domestic trade.

It may, however, be well to make this point at this time—that while the old so-called "mystery" of export advertising has been properly relegated to its place among the other illusions that never really existed, there is a danger that we may fail to recognize that it still has its complexities. Let me illustrate concretely what I mean: American safety razors are sold in every country of the world but under widely varying conditions. In China, for example, the itinerant barbers among the natives, not the natives themselves, might be the prospects. In India, for example, to advertise and picture a low-caste native shaving himself with any particular make of razor might easily put a taboo on it for natives of a higher caste. Or, a canned milk advertiser who pictured his product being used by Japanese or Chinese in coffee and tea might better recognize that they don't drink coffee at all, that they drink tea without milk and that the appeal might better be made on the grounds that canned milk is a nourishing food for children and invalids. So that those of us who are concerned with the making of effective advertising arguments may well avoid the danger that lurks in the fine-sounding phrase that "human nature is the same everywhere." Undoubtedly everybody eats some kind of food, wears some kind of clothing and uses some kind of shelter. The difference is in the *kind* of food and clothing and shelter, in the *habits* that they develop and the *ways* in which these instincts and desires are satisfied. Take cosmetics as an example: Our manufacturers will find it easier to reach the market of the Manchu woman of

Northern China with powders and rouges if they recognize that the base of her makeup is not cold cream but a preparation of honey.

MASS production plus world-wide transportation is a development only of yesterday and enabled us to produce and deliver four million American automobiles last year to seventy-five different countries in the world. And yet, without the mass selling power of advertising, no such production and selling schedule would have been possible. Instance after instance might be multiplied to show that modern advertising dovetails with modern transportation and with the telegraph, the telephone and other discoveries and inventions to make possible the quickest world-wide distribution of goods.

Evans, Kip & Hackett, Inc.

New York, will direct advertising for the Grimes Radio Engineering Company, Staten Island, N. Y., and for B. Presman, New York, makers of Santonin, a vermifuge for live stock and human beings.

Peck Advertising Agency, Inc.

New York, will direct advertising for the Art Metal Works, Newark, N. J., makers of Ronson toy guns and machines.

Churchill-Hall, Inc.

New York, will direct advertising for the Kingsbury Manufacturing Company, Keene, N. H., makers of toys.

Whipple & Black

Detroit, Mich., will direct advertising for C. W. Treadwell, real estate.

P. F. O'Keefe Advertising Agency, Inc.

Boston, will direct advertising for the Cities Service Refining Company, Boston; the Vincent Whitney Company, Boston and San Francisco; and the Riverside Boiler Works, Inc., Cambridge, Mass. The agency announces the appointments as account executives of Otis Adams, formerly with the Martin V. Kelley Company, Inc., New York, and of C. Richard Klokorn, formerly with the Charles W. Hoyt Company, Inc., New York, and recently advertising director of the Connecticut Electric Manufacturing Company, Bridgeport, Conn.

R. A. Ware

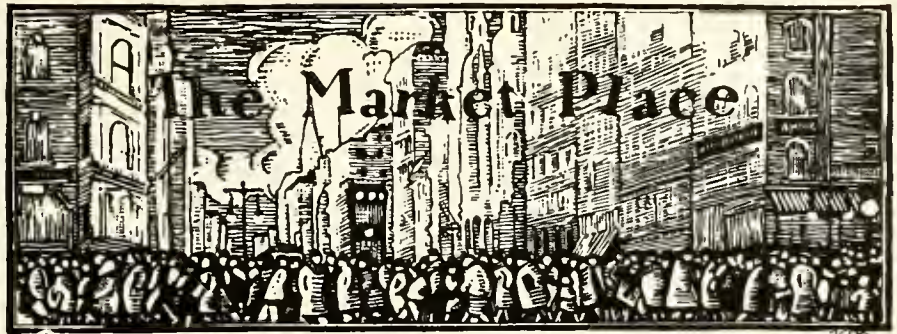
Has resigned from the Log Cabin Products Company, St. Paul, Minn., for which he was general sales manager for the last six years.

Federal Advertising Agency, Inc.

New York, announces the election to its board of Guy Gilpatric, service director, and Frank J. Kaus, business manager.

Frank L. Erskine

Advertising manager of the W. L. Douglas Shoe Company, Brockton, Mass., has resigned because of poor health. George B. Hendricks, sales manager, succeeds him.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Business Opportunities

WANTED A PRODUCT—to be sold by mail through our 10,000 representatives. Explain your proposition in detail. Mary Arden, 68 Independence Square, Philadelphia, Pa.

Service

Balda Art Service, Oshkosh, Wis., creators of Letterheads, Advertising Illustrations, Cover Designs, Labels, Cartoons, etc. Sketches submitted with price for drawing and engraving cut complete. Give us a trial.

Artist, Lettering, Figures, Trade Marks, Expert workmanship, low pay. Pencil sketches free. Entire job attended to. Original selling art work visualized. Bryant 8610, Dommer, 76 W. 46th St., New York City.

Position Wanted

WIDE AWAKE

Young married man associated with printing and publishing business for six years, seeks position with agency, department store or manufacturer. Writes result-getting copy, understands type, layout, engravings; has sales experience. College trained, Protestant. Now employed. J. B. Robinson, Grove City, Pa.

Advertising Artist and Direct Sales Specialist. 10 years planning, executing high-class advertising literature, seeks part or full time position. Box No. 390, Advertising and Selling, 9 East 38th St., New York City.

ADVERTISING layout and detail man with 2 years' commercial art training desires position with future; 3 years' experience national advertiser. Box No. 386, Advertising and Selling, 9 East 38th St., New York City.

SALES MANAGER, experienced handling salesmen, food line, all territory east of Chicago, desires position. Box No. 389, Advertising and Selling, 9 East 38th St., New York City.

EDITOR-WRITER, university trained, mature, with proven capacity for producing vivid, interesting and thought-compelling articles, seeks change from retail advertising to diversified job demanding initiative, newspaper sense and a higher-than-ordinary ideal of the function of the printed word; might consider travel; pleasing personality, Christian, single. Box 651, City Hall Station, New York, N. Y.

Is there an agency or publisher somewhere that can use a young man, age 22, married? Been with present publisher 5 years and knows the game. Box No. 391, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted

Young man, under 30, to sell advertising space on established weekly industrial newspaper. Must have had not less than one year's experience in selling space. Give full experience over period of five years. Communications will be held strictly confidential. Box No. 388, Advertising and Selling, 9 East 38th St., New York City.

Wanted by an association of established business papers on the Pacific Coast, a representative to solicit advertising on the Eastern Seaboard. In reply please give full details and mention method of compensation you prefer. Box No. 383, Advertising and Selling, 9 East 38th St., New York City.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filing In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City.
Telephone Wis. 5483

Miscellaneous

STOCK ELECTROTYPES
Send Fifty Cents for 15th edition of the SPATULA CUT CATALOG and you will get your money's worth of entertaining pictures even if you never buy an electrotype of any one of the nearly 1500 advertising cuts illustrated. Mostly old style cuts. No big heads with little bodies. Spatula Publishing Co., 10 Alden St., Boston, 14, Mass.

BINDERS

Use a binder to preserve your file of Advertising and Selling copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding one volume (13 issues) \$1.85 including postage. Send your check to Advertising and Selling, 9 East 38th St., New York City.

BOUND VOLUMES

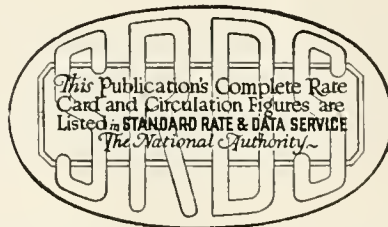
A bound volume of Advertising and Selling makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is \$5.00 per volume. Send your check to Advertising and Selling, 9 East 38th St., New York City.

"This is to advise you that we have received the March issue of Standard Rate and Data Service and are enclosing herewith renewal card, as we are anxious not to miss an issue of the Service."

Rickenbacker Motor Company.

"Your Service has repaid us time and again, and it has become such a fixed habit to refer to Standard Rate and Data Service, that we would be lost without one."

*Harvey, Zoeller & Company,
An Advertising Agency.*



PUBLISHERS—This electro will be furnished to you free of charge. Use the symbol in your advertisements, direct-by-mail matter, letter-heads, etc. It's a business-producing tie-up—links your promotional efforts with your listing in STANDARD RATE & DATA SERVICE.

----- **USE THIS COUPON** -----

Special 30-Day Approval Order

STANDARD RATE & DATA SERVICE,
536 Lake Shore Drive,
Chicago, Illinois.

..... 192....

GENTLEMEN: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30 days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name Street Address

City State

Individual Signing Order Official Position



Millions are being
poured into ∞ ∞

The
BILLIONAREA
~ the GREATER ST. LOUIS MARKET



ST. LOUIS

POST

One of the major industrial developments in "The Billionarea" is the establishment here, in effect, of another Schenectady.

The highest ranking P+D+C

Adding another Schenectady to "The BILLIONAREA"

*Another basic reason for the tremendous
development of the Greater St. Louis Market*

IN ADDITION to a normal, annual purchasing power of more than a Billion Dollars—greater per family than that of any other major market in America, with one exception—

In addition to a construction program totaling more than a Billion Dollars—

There is an industrial side to the growth and prosperity of the Greater St. Louis Market that is particularly impressive to national advertisers.

These facts tell their own story:

One of the major industrial developments of far-reaching consequence in increasing the purchasing power and prosperity of "The BILLIONAREA" is the establishment here, in effect, of another Schenectady.

The General Electric Company has recently purchased a factory site of 155 acres, and has announced its intention of making St. Louis one of its principal manufacturing and distributing points.

The Westinghouse Electric Company has recently purchased a large site for a million dollar plant in St. Louis.

The Brown-Boveri Electric Co. purchased a tract upon which they will build a \$2,000,000 plant for manufacturing electrical machinery.

The Century Electric Company has acquired, at a cost of half a million dollars, an additional tract and intends to immediately start construction on the first of several building units.

This electrical manufacturing development is only one phase of the phenomenal industrial activity of the Greater St. Louis Market.

In one industrial section alone, the new plants constructed or in process of erection, including those of the General Motors Company, represent an expenditure in excess of \$75,000,000. This gives employment to 25,000 additional workers—furnishing comfortable maintenance for a population equal to a city of 100,000—another Schenectady.

Some indication of the rapid trend of industrial establishments to the Greater St. Louis district is shown by the fact that 156 new factories have come to St. Louis in the last few years.

It is such facts as these that are attracting national advertisers to this unusually active and increasingly prosperous market.

The dominant newspaper, with the largest circulation in the Greater St. Louis Market, and carrying by far the greatest volume of advertising—is the St. Louis Post-Dispatch.

DISPATCH

newspaper of "The BILLIONAREA"—the Greater St. Louis Market

Because the St. Louis Post-Dispatch has the greatest circulation in this rich area, it offers national advertisers a P+D+C value almost without parallel in America.

It reaches more **People** with more **Dollars** with a greater **Coverage** of "The Billionarea" than any other newspaper. Its coverage is so complete that this one news-

paper alone taps the unusual buying power of practically every home in the Greater St. Louis Market.

The fact that both local and national advertisers recognize the Post-Dispatch as the most powerful selling force in the Greater St. Louis Market is proved by its volume of advertising—almost equal to that of all other St. Louis newspapers combined.



The Advertiser's Micrometer of a Newspaper

The very principles that have been long recognized as fundamental in the analysis of any market are, for exactly the same reasons, fundamental in the analysis of a newspaper's market. Those principles are the relation of

Population

Dollars (or Purchasing Power)

Coverage

For the convenience of national advertisers, the St. Louis Post-Dispatch has published a P+D+C Manual which describes the fundamental principles of measuring a market from the standpoint of newspaper advertising

by identically the same accepted standards that have long been used in measuring a market from the standpoint of selling.

The Post-Dispatch has also just completed a Book of Information About St. Louis and "The BILLIONAREA"—the Greater St. Louis Market, that will be of inestimable value to any advertiser.

*Both books
free — on
request*



Address

St. Louis Post-Dispatch, St. Louis

National Advertising Offices

NEW YORK
285 Madison Ave.

CHICAGO
Tribune Tower

DETROIT
Book Bldg.

KANSAS CITY
Coca Cola Bldg.

SAN FRANCISCO
564 Market St.

LOS ANGELES
Title Insurance Bldg.

SEATTLE
Terminal Sales Bldg.

Advertising & Selling

PUBLISHED FORTNIGHTLY



Drawn by T. M. Cleland for Metropolitan Museum of Art

JUNE 2, 1926

15 CENTS A COPY

In this issue:

"Let's Stop Rocking the Boat and Enjoy Our Prosperity" By KENNETH M. GOODE; "A Kick Against Poverty" By J. M. CAMPBELL; "Swapping Ideas for Orders" By R. B. LOCKWOOD; "High-Brow and Low-Brow Types of Direct Selling" By H. B. FLARSHEIM; "Who Gets Summer Business?" By C. W. STOKES

A Renewed Vote of Confidence



In the cabinet form of government, in operation in many of the leading nations of the world, the prime minister, as the head of the government, continues in office only as long as he retains the confidence of a majority in the popular branch of the parliament.

and by a Still Greater Majority

Year after year the department stores of Chicago have placed the preponderance of their advertising in The Chicago Daily News -- and in the first four months of 1926 they have placed a still greater proportion in The Chicago Daily News.

This is, and should be, of particular significance to other advertisers at this time. It is a renewed vote of confidence and by a still greater majority from

that group of advertisers who are the shrewdest appraisers of every factor that enters into the cost—and the returns—of newspaper advertising in Chicago.

There is no safer guide for advertisers than to "Follow the Department Stores." They know the returns from a given expendi-

ture in each of the newspaper advertising mediums of a city, and in Chicago show their "confidence" by concentrating in

Total Department Store Advertising Lineage in Chicago Daily Newspapers

	First Four Months of 1926	First four Months of 1925	Comparison Gain—Loss
The Daily News	2,428,633	2,214,829	213,804 Gain
Second paper	909,665	1,065,411	155,746 Loss
Third paper	704,961	668,636	36,328 Gain
Fourth paper	488,491	565,760	77,269 Loss
Fifth paper	325,698	292,709	32,989 Gain
Sixth paper	221,370	232,271	7,901 Loss

A detailed analysis of the department store advertising situation in Chicago, showing the lineage used by each store in each newspaper, will be sent upon request.

THE CHICAGO DAILY NEWS

First in Chicago

Cars that rust in peace in the grave yards behind Repair Shops

THEY stand in a pathetic group, with weeds poking through their wheels and puddles of dirty rain-waters on their broken running boards. You've seen them many times, those cars that have made their last trip. Has it ever occurred to you that most of them are casualties in the endless war that is waged in a motor between deadly heat and friction—and motor-oil?

The way your motor operates today depends on how well its motor-oil fought heat and friction yesterday—and last week—and a month ago.

Why many motor-oils fail

When a motor-oil goes into action it is no longer the cool, gleaming liquid that you see poured into your crankcase. Only a thin film of the oil actually holds the fighting line. This film covers all the vital parts of the motor and comes between all the whirling, flying metal surfaces. As long as that protective film remains unbroken, the motor is safeguarded from destructive heat and friction.

But the oil-film itself is subjected to terrific punishment. It must withstand the bitter lash of searing, scorching heat—and tearing, grinding friction.

Far too often ordinary motor-oil fails. The film, under that two-fold punishment, breaks

and burns. Through the broken, shattered film vital parts of the motor are exposed. Hot, unprotected surfaces chafe against each other. Withering heat attacks the raw metal. Insidious friction begins its work of destruction.

Then, before you even know your motor-oil has lost its fight, you have a seized piston, a scored cylinder or a burned-out bearing. And you find

yourself paying big bills to the mechanic who repairs the damage.

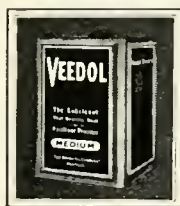
The "film of protection" that does not fail

Because the whole secret of correct motor lubrication lies in the protective oil-film, Tide Water technologists spent years in studying not oils alone but oil-films. They made hundreds and hundreds of laboratory experiments and road tests. Finally they perfected, in Veedol, an oil that offers the utmost resistance to deadly heat and friction. An oil which gives the "film of protection"—thin as tissue, smooth as silk, tough as steel.

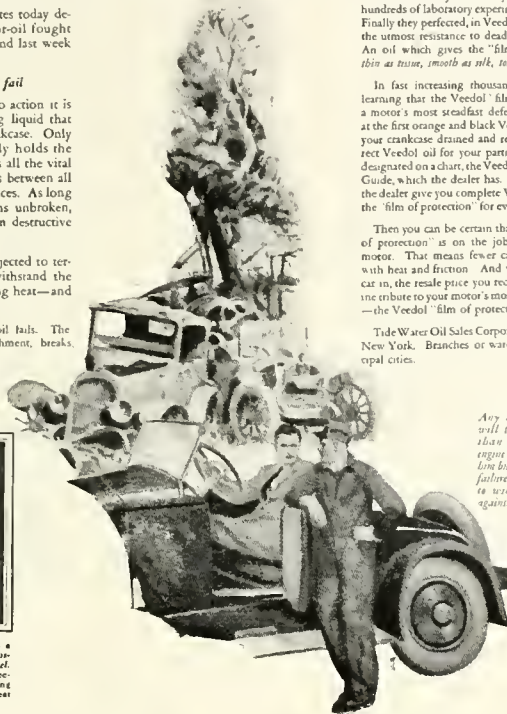
In fast increasing thousands, car owners are learning that the Veedol "film of protection" is a motor's most steadfast defender. Stop, today, at the first orange and black Veedol sign and have your crankcase drained and refilled with the correct Veedol oil for your particular motor; this is designated on a chart, the Veedol Motor Protection Guide, which the dealer has. Or, better still, let the dealer give you complete Veedol lubrication—the "film of protection" for every part of your car.

Then you can be certain that the fighting "film of protection" is on the job safeguarding your motor. That means fewer casualties in the war with heat and friction. And when you turn your car in, the resale price you receive will be a genuine tribute to your motor's most steadfast defender—the Veedol "film of protection."

Tide Water Oil Sales Corporation, 11 Broadway, New York. Branches or warehouses in all principal cities.



Veedol in your motor forms a "film of protection"—thin as tissue, smooth as silk, tough as steel. Why not put the "film of protection" on the job safeguarding your motor against deadly heat and friction.



Any honest repairman will tell you that more than 75% of all the engine repairs that keep time busy are caused by the failure of some motor-oil to win its mortal fight against friction and heat.

An advertisement prepared for the Tide Water Oil Sales Corporation

Facts need never be dull

The man in the street isn't interested in the life of Shelley. But call it "Ariel", write it as a love story and you have—a best seller.

The man in the street doesn't give a thought to bacteriologists. But call them "Microbe Hunters", make them adventurers, and you have—a best seller.

The man in the street doesn't care about biology. But call it "Why We Behave Like Human Beings", write

it in the liveliest newspaper fashion, and you have—a best seller.

The man in the car doesn't think about motor oil. But call it the "Film of Protection", write it as a war story, and you have—a best seller.

We shall be glad to send interested executives several notable examples of advertising that has lifted difficult subjects out of the welter of mediocrity.

Joseph Richards Company, 255 Park Avenue, New York City.

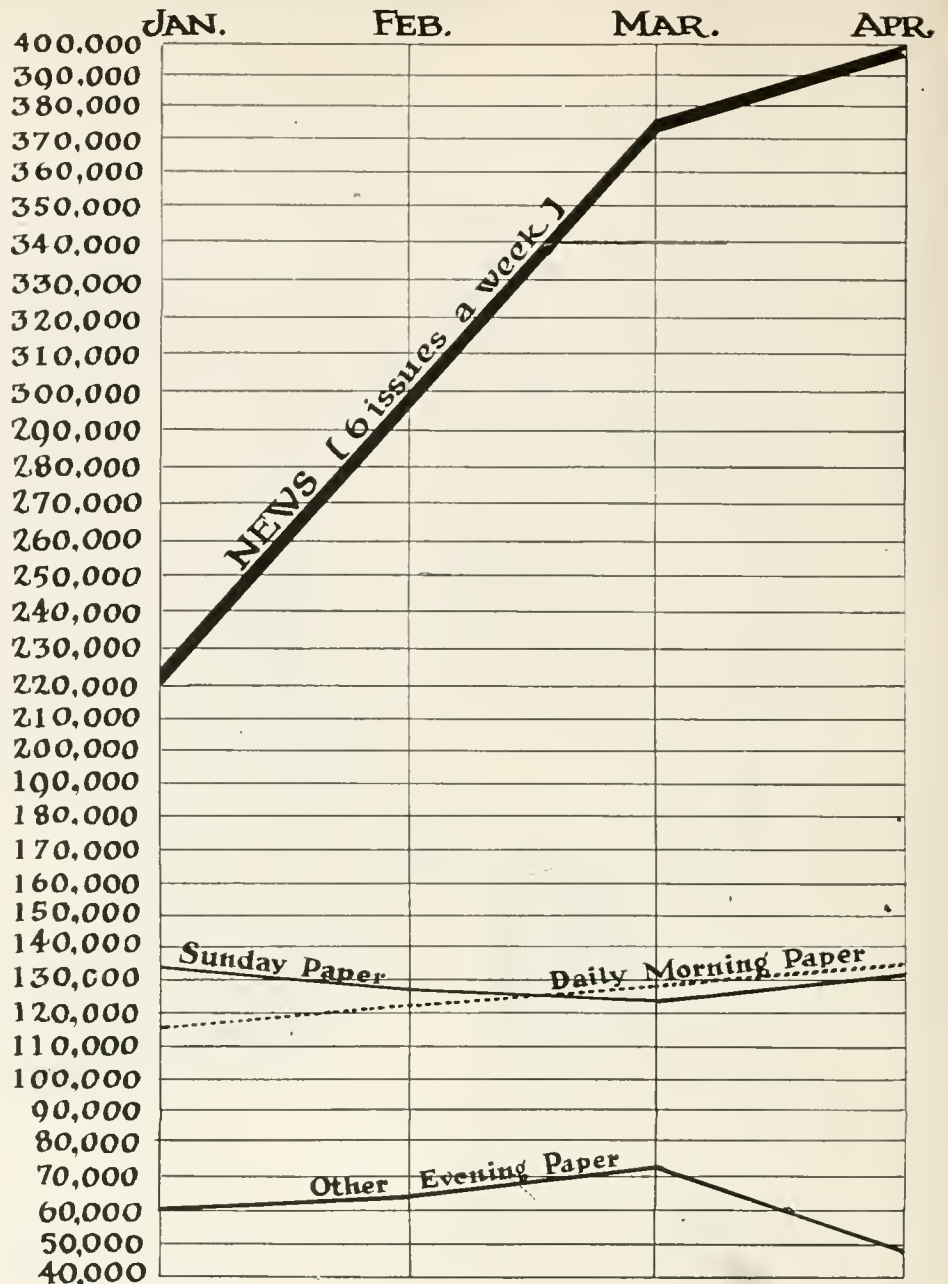
RICHARDS , , , , *Facts First—then Advertising*

What, after all, do lineage records mean? Simply that advertisers have proved and are proving a medium for you with their own dollars.

The regiment can't all be out of step but Jim!

Nor is this new national lineage record of the Indianapolis News a mere sudden spurt. It has been 56 years in building. The News has always been first in its field in national advertising. And in local display and classified as well.

Success is contagious. Advertisers are breaking sales records in the Indianapolis Radius, too, just as The News is breaking its own lineage records. Now is a good time to strike!



NATIONAL LINAGE IN INDIANAPOLIS—1926

The climax of seven record-breaking months in national advertising lineage

FOR seven consecutive months, national advertising lineage has climbed to record-breaking heights on The Indianapolis News, topping figures it took 56 years to build.

October 1925 was the largest October and the largest month in the history of The News. November was the largest November. December was the second

largest December. January 1926 was the largest January. February was the largest February. March was the largest March and the largest month, surpassing October's total. April was the largest April and the largest month, surpassing thirty days later the new record established in March.

Things like this don't just "happen." In Postum's language—"there's a reason!"

THE INDIANAPOLIS NEWS

New York, DAN A. CARROLL
110 East 42nd Street

FRANK T. CARROLL, Advertising Director

Chicago, J. E. LUTZ
The Tower Building

Everybody's Business

By Floyd W. Parsons

THERE are definite and unmistakable evidences of a general slackening of trade activities in most of our important industries. Operations at steel mills are about 12 per cent lower now than they were in March. In most places the present rate of output is below 85 per cent of capacity. Furthermore, the inflow of business is considerably less than current output, so it is reasonable to expect still further recessions. Many believe that the April record for the production of pig iron marked the peak for the year. About 60 per cent of our production of steel goes to satisfy the demands of four great lines of business—building, automobiles, railroad equipment, oil, gas and water.

Prices of stocks have recovered materially, and this has tended to dispel gloom and develop a wider feeling of optimism. But the fact remains that stock prices are high when examined in the light of prospective earnings for the remainder of the year. There is little incentive for the careful investor to place his money in stocks at the present time when his return is very little more than he can obtain from good bonds. Careful folks are waiting to get a better line on the future of business before tying up their money. Commodity prices are at a reasonable level and our volume of exports continues satisfactory. But we are also increasing our imports of manufactured goods, and the policy of mortgaging future incomes to pay for things now being consumed continues to prevail. These factors will bear watching.

To say that the industrial situation is basically unsound would be an untruth. We are practically free of inflation and credit conditions are in fairly good shape. Brokers' loans have been steadily declining since the first of February. The policy of hand-to-mouth buying is now being followed to even a greater extent than at any time in recent years. Commodity prices are giving an indication of greater stability. Strength in certain groups is now offsetting recessions in other staples. The railroad situation is sound, due largely to satisfactory car loadings and a tendency toward lower operating costs. Such factors make it improbable that we are running into a time of drastic liquidation.

But we are confronted by many uncertainties which justify a conservative attitude. The European situation is not satisfying. The first definite evidences of a slackening in building and construction are now discernible. It is probable we have caught up with the shortage of dwellings occasioned by war-time restrictions. Construction has continued at a record rate for



a much longer time than was expected. For several years now building activity has been one of the chief supports of business. At the present time, good general business appears to be the chief support of the building trade. The contracts awarded during the first quarter of 1926 showed a large increase over last year. But there has been practically no increase during April and May. Prices of building materials are tending to a lower level. We must not overlook the fact that a decline in actual construction does not come until months after the decline in contracts begins.

During April the contracts in thirty-seven Eastern states showed a decline of 5 per cent from those of March. In twenty-seven Northeastern states, the decline was 4 per cent. This falling off may appear to be quite small at first glance.

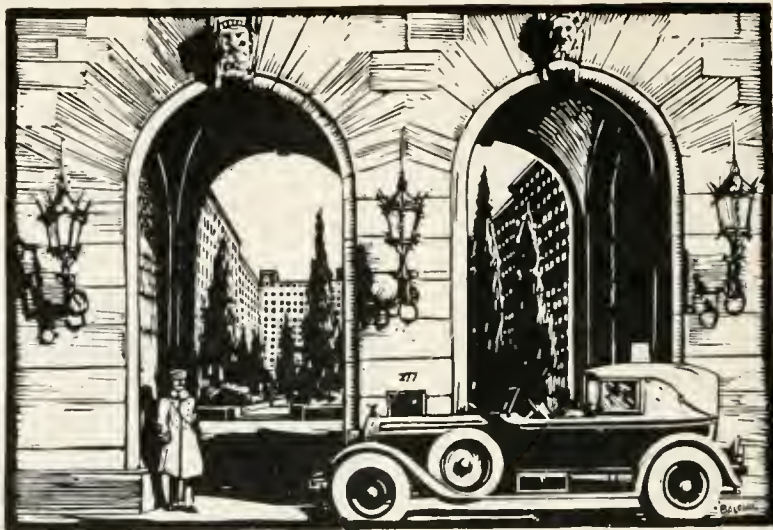
But when it is viewed in the light of the truth that the usual seasonal movement of contracts is decidedly upward from March to April, it becomes evident that the real decline in building in recent months has been much greater than the apparent decline. Building permits in 170 cities also support this conclusion. Building wages have again increased while the prices of building materials have declined. This increase in wages has come at a most inopportune moment and is certain to accentuate the falling off in construction work.

In the ordinary growth of the country there is a definite need for a certain amount of new building. This means that we will witness a considerable volume of construction no matter what the future holds. But there are many evidences that we will soon witness a material falling off when we compare building activity the latter half of the present year with the tremendous volume of construction in the months that have passed. This will mean keen competition for all of the building companies with a possible readjustment of wages. The disturbing factor will be the large losses that will result to speculative builders.

The average business review is a disappointing document to read. Most authors of this type of article are so inclined to play safe on their forecasts that so far as the average reader is concerned, any definite conclusions are impossible. Having no desire to add to the confusion of thought, and even at the risk of being wrong, let me express the belief that we have not seen the end of the decline in stock prices nor the bottom of the slump in business generally. Our long-distance weather forecasts are adverse, which means that poor crops will further aggravate the situation.

277 Park Avenue

into which more than a hundred copies of The New Yorker go every week.



Aces — all Aces!

TO be sure not every reader of The New Yorker lives on Park Avenue or Fifth.

There *are* a few addresses not on New York's aristocratic avenues and sidestreets.

A few people, New Yorkers at heart, have even entered their subscriptions from outlying cities. We have, as a matter of fact, even three subscriptions from Dubuque (one of whom claims to be The Old Lady).

But what a rarity is the New Yorker address that does not express residence by New York's Upper Ten-Dom! Its audience is made up exclusively, almost inclusively, of New York's aristocracy of 1926: more than 40,000 of them.

Take, for instance, just one great thoroughfare: 72nd Street between 5th and Lexington Avenues. In these blocks are 59 houses—private homes and apartments—in which reside in all 236 New Yorkers.

Into these homes, The New Yorker sends 42 copies each week by subscription; and it has an indicated net sale of 65



copies bought over the newsstands or delivered by nearby newsdealers: An evident sale of 107 copies.

New Sales Power in New York

This is concentration, almost coverage, of the greatest Quality market in the world.

Because of it, The New Yorker offers the advertiser the opportunity to cultivate this richest of all territories in the intensive way that it warrants.

Magazines as a whole fall short in New York.

Take The Saturday Evening Post, for instance, the advertising grand-daddy of all the magazines. It has approximately 10 per cent of its circulation in the Metropolitan district—where, as it happens, 8 per cent of the nation's people live. Yet you can look for more than 20 per cent of your sales volume from this same territory.

Few, in fact, are the magazines which have substantially more circulation in New York than the population ratio—and many good ones have substantially less.

The New Yorker, on the other hand, has nearly all of its circulation in Metropolitan New York.

It offers you, therefore, the opportunity to round out your selling effort in New York to an extent commensurate with your opportunities for sales.

Best of all, it offers you the opportunity to apply that effort with those people who in New York set the standards for the rest of New York—and the rest of the country—to follow.



THE NEW YORKER

RAYMOND B. BOWEN
Advertising Manager

25 West 45th Street, New York



BEAU

The Man's Magazine

Switty, urbane, sophisticated, epicurean - appears beginning with September. Addressed to smart men, it is certain to interest also smart women --who *on dit*, are apt to be interested in smart men. No advertiser of luxury merchandise, whether he deals in motors or hats, jewelry or perfumes, can afford to neglect the quality group to which BEAU is directed. A card to 50 Church Street, New York, will bring one of our representatives to see you.

First printing: 50,000. And a 5,000 increase each month guaranteed for the next eleven months.



Life presents ...

Andy Consumer

Reproduced from a full page in LIFE



YOU HAVE TRIED HARD, BUT YOU CAN'T BORE ME

YOU advertisers—I hate to admit it, but what you say interests me MUCH.

You may think you're talking about your product in your ads but you're not. You are talking about my money. (Try and get some of it!)

Next to my income, I like my expenses best

Well, you birds sit up nights trying to think up fine ways to give me more for what I spend. You vie with one another to offer me the

most for a dollar. I like to see you vie. Vie on!

I like to read your bloomin' ads. I like to window-shop in newspapers and magazines. I like to compare your beans and belts and broughams.

My dollars come hard. I like to see you fellows trying hard to get them. You make my money seem almost important. You give my coin the consideration it deserves.

No, you boys don't bore me for a minute.

Andy
Consumer

THE NATIONAL ADVERTISER BETS HIS
ADVERTISING MONEY THAT HIS PRODUCT IS RIGHT

(Andy Consumer might have said "All advertising has news value to the consumer." But it strikes us we have heard that before. So Andy says "You have tried hard to bore me, but you can't." He is merely putting new powder under old phrases—telling the same old story of advertising economics to the public in a new way—that's all—and we hope you advertisers like it.)

ONE thing LIFE has learned is the use of humor for serious jobs.

LIFE—like you—is a bit of a crusader. (You crusade to sell your goods, you know.) We checked Fourth of July foolishness. We unchecked horses. We told on Teapot Dome two years before it boiled over. And so forth.

But the most fun LIFE ever had—and one of the most serious jobs LIFE ever tackled—has been our Andy Consumer crusade to tell the public the economic kindness advertising does 'em.

It is working. We have made points with humor in the mouth of Andy Consumer that have been mere mumbles in the mouths of more ponderous apostles of the same gospel.

After all, the public is people. They like humor. And this partially explains why more advertisers every week realize the advantage of putting their serious advertising messages into LIFE's pages in an environment that is far from staid and solemn.

LIFE's reader amiability is an asset to every LIFE advertiser.

ANDY CONSUMER'S talks on advertising are published in pamphlet form. If you can distribute copies to salesmen, dealers or customers, LIFE will gladly furnish, at cost, reprints or plates of this series.

Life

127 Federal Street
BOSTON, MASS.

598 Madison Avenue
NEW YORK, N. Y.

360 N. Michigan Avenue
CHICAGO, ILL.



“This Distinguishes the AMERICAN MACHINIST From Any Other Industrial Paper I Know”

“Our aim is not to get as many subscribers as possible wherever we can get them,” said the circulation chief of the *American Machinist*. “Not at all.”

“What is your aim?” demanded the visiting manufacturer.

“It is to get the responsible man only, in each unit of industry.” The circulation chief skimmed through the subscription cards.

“And you certainly seem to have them!” exclaimed the visitor.

He eyed the cards bearing the names of Production Managers, General Superintendents, Master Mechanics, Mechanical Engineers, Superintendents of Motive Power in Railroad

Shops, Motor Plants, Manufactories of every class. “It must be an expensive process to concentrate your subscription list among the big men only,” he added.

“Expensive? Of course it is! How do we justify that expense? We justify it by the fact that our circulation methods make *American Machinist* essential to you men who produce machine shop equipment, tools and supplies.

“This puts circulation in a new light to me,” said the manufacturer. “It distinguishes the *American Machinist* from any other industrial paper I know. I understand now what you mean when you say you are constantly widening my market.”

Are YOU selling to industry? Then American Machinist can widen YOUR market, too

American Machinist

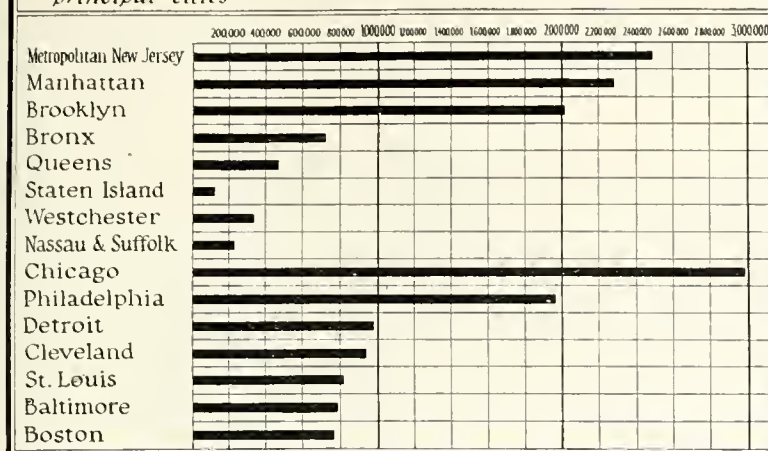
Tenth Avenue and 36th Street

A. B. C.

New York

A. B. P.

Graphic Chart showing how Metropolitan New Jersey compares with other sections of New York Metropolitan area and with principal cities



A bird's-eye view of Metropolitan New Jersey—from a marketing viewpoint, the most desirable section of Metropolitan New York.



Sell in New York's Biggest Borough

THE Northern Nine Counties of New Jersey—both in population and purchasing power—represent the most important section of Metropolitan New York.



In population, they are greater than either Manhattan or Brooklyn or all of the rest of the Metropolitan market put together.

In buying power, they represent per capita incomes more than double the national average; a total purchasing power exceeding that of any other section of the Metropolitan district.

The Northern Nine Counties represent an indispensable part of the New York market. They are, in effect, a single unified community which makes up an integral part of Metropolitan New York.

The direct and most economical route to the 80,000 most desirable prospects in this territory is through Charm, the Magazine of New Jersey Home Interests.

New York newspapers penetrate into this territory, but they do not cover it. New Jersey newspapers cover their own individual communities well, but it requires at least 20 of them to cover the territory as a whole.

Most magazines of national circulation fall short in New Jersey of the extra circulation needed to match its buying power.

Charm—with the largest circulation in the Northern Nine Counties of any magazine—offers you added selling support at this vitally important point in your selling plans.

May we tell you more about how to reach this important and desirable market?

CHARM
*The Magazine of
New Jersey Home Interests*

Office of the Advertising Manager, 28 West 44th Street, New York

Announcing

THE APPOINTMENT OF

JOHN B. SCARBOROUGH
AS ADVERTISING MANAGER

AND

HOWARD M. KEEFE
AS WESTERN MANAGER

The **American**
Magazine

THE CROWELL PUBLISHING COMPANY
FRANK BRAUCHER, *Advertising Director*
250 PARK AVENUE NEW YORK

The Field of Greatest Yield



\$3,700 a Page

Circulation 2,780,000

Sixteen Magazines of Clean Fiction

Read by Everybody—Everywhere

DISPLAYOLOGY

Give the Product a Chance

Pepps
A GUARANTEED CORN AND CALLOUS REMOVER
If not satisfied money refunded
No plaster to put on
No pods to get out of place
No liquid to spill
No cloth to bind on
Just rub on night and morning until
corns are absorbed
PRICE 30¢

MOSCO
A GUARANTEED CORN AND CALLOUS REMOVER
If not satisfied money refunded
No plaster to put on
No pods to get out of place
No liquid to spill
No cloth to bind on
Just rub on night and morning until
corns are absorbed
PRICE 30¢

Sealpax
UNION SUITS
NO BUTTONS DOWN THE FRONT

Huyler's
New York

ALDERMAN, FAIRCHILD COMPANY
ROCHESTER, N.Y.

200 Fifth Avenue, New York, N. Y.

DISPLAYOLOGISTS

DISPLAYOLOGIST—One who designs and executes display materials that exhibit goods in a manner that compels attention and causes the beholder to buy

DISPLAYOLOGY

Give the Product a Chance

There are three essential steps to the successful merchandising of any good product:

1. *Proper sales methods.*
2. *Sufficient advertising.*
3. *A method of packaging that will both create attention and cause the product to be remembered.*

We are displayologists, specializing in the third phase of merchandising. By allowing us to design and create their packages many prominent concerns have insured 33 $\frac{1}{3}$ % of their success.

There is only one reason why such well known companies as Stromberg-Carlson Telephone Mfg. Company, Huyler's, Hickok Belt Company, Putnam Knitting Mills, Pompeian Massage Cream Company, and hundreds of others have entrusted us with work of this character. That is because our displayologists have created packages that have made good and **HAVE ACTUALLY PRODUCED SALES.**

Why not talk with an Alderman, Fairchild displayologist about this important third of your sales efforts. He will welcome the opportunity of visiting your plant, inspecting your line and suggesting ways and means of increasing sales through better packages and better displays. It costs you nothing until you tell us to go ahead with the work.

ALDERMAN, FAIRCHILD COMPANY
ROCHESTER, N.Y.

DISPLAYOLOGISTS

DISPLAYOLOGIST—One who designs and executes display materials that exhibit goods in a manner that compels attention and causes the beholder to buy



Quality Street—Quality Goods Railroad Avenue—Overalls

Counting pedestrians to determine store sites is predicated on one factor—the class of pedestrians which frequent the street to be checked.

What Is Your Ultimate Market?

Fifth Avenue or Seventh?

Main Street or Down By the Tracks?

Counting magazine circulation should be predicated on the same factor—the class and buying power of that circulation.

Quality Circulation—Quality Goods

THE ATLANTIC MONTHLY

Is Fifth Avenue or Main Street as the case may be. A cross section of Atlantic subscription in New York or Seattle and all the way between is a list of those who own the better homes, leading stores, principal banks and who are the heaviest investors in each community. Such circulation affords the greatest buying power with least waste; the highest return per line—the lowest net cost per line.

May We Give You All the Facts?

THE ATLANTIC MONTHLY

"A Quality Group Magazine"

8 ARLINGTON STREET

BOSTON, MASS.

Circulation 110,000 net paid (ABC), Rebate-backed, Guaranteed

Advertising & Selling

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IT is the contention of Kenneth M. Goode that an expensive fur coat is of far more benefit to all concerned if on a woman's back than it would be packed in a cold storage vault. To the prevalence of installment selling, even of luxury goods, Mr. Goode attributes a major portion of the credit for the prosperity which this country enjoys today. His article in this issue is of a most constructive nature and scores opponents of the partial payment system as reactionary, basing its views on a study of the situation from many angles.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

NEW YORK:
F. K. KRETSCHMAR
CHESTER L. RICE

SAN FRANCISCO:
W. A. DOUGLASS, 320 Market St.
Garfield 2444

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

CLEVELAND:
A. E. LINDQUIST
405 Sweetland Bldg.; Superior 1817

LONDON:
66 and 67 Shoe Lane, E. C. 4
Telephone Holborn 1900

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Member Audit Bureau of Circulations and Associated Business Papers, Inc.

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Cosmopolitan Homes



A Cosmopolitan Home in One of the Suburbs Mentioned

In the Wealthy Suburbs of a Great City

*{ These facts are from Cosmopolitan's
reader survey of 87 cities }*

HERE, in the wealthy suburbs of a great city, many an advertiser finds his most desirable prospects.

Consider, then, Cosmopolitan's standing in some such suburbs of New York:

In Garden City, Long Island, 1 literate native white family out of every 7 reads Cosmopolitan;

In Morristown, N. J., 1 out of 4;

In Bronxville, N. Y., 1 out of 3;

In Greenwich, Conn., 1 out of 3.

These are ideal prospects, surely, for the automobile manufacturer, the manufacturer of household equipment, furnishings, radio or—to slip into the vernacular—what have you?

*The Cosmopolitan Market
is Truly Cosmopolitan
{ And Exceptionally Worth Cultivating }*

JUNE 2, 1926

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

Contributing Editors: EARNEST ELMO CALKINS ROBERT R. UPDEGRAFF MARSH K. POWERS
CHARLES AUSTIN BATES FLOYD W. PARSONS KENNETH M. GOODE G. LYNN SUMNER
R. BIGELOW LOCKWOOD JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

Let's Stop Rocking the Boat and Enjoy Our Prosperity

By Kenneth M. Goode

ON Feb. 11, 1897, at the gorgeous new Waldorf-Astoria, the Bradley-Martins filled the newspapers with the glory of their famous "Ball."

Many who have quite forgotten the French hairdressers, the champagne supper of 32 different delicacies, the 400 free carriages, and the Hungarian orchestra from the Eden Musée, still recall the bitter debate they provoked between two schools of political economists.

The first school, popular but unscientific, recklessly praised the Ball because it "put money into circulation."

The second school, then sound and orthodox, led by Dr. Rainsford, rector of St. George's, replied: "Yes, but look *how* it puts money into circulation; look *where*! It encourages the cake froster, the hair curler, the gold fish tamer, who should be allowed to starve out an uneconomic end. That same money invested in a shoe

factory, would make us two pairs of shoes where we now get one!" . . .

Twenty-nine years elapse, as the theater programs say. On May 1, 1926, leading newspapers and magazines had been primed for a quasi-official, nationwide broadside against installment selling—the Wall Street echo of old St. George's pulpit. Some strong man with a sense of humor

rushed to the rescue. A swarm of telegrams killed the "story." By hours only, we escaped slipping back a whole generation into the pink plush economics of the Bradley-Martin Ball.

The United States today, we must not forget, holds two-thirds of the world's gold. Intelligent buying releases huge funds formerly tied up moving merchandise. Money is plenty for every enterprise. And, already, about 25 per cent too much factory power hangs over our market. The one nightmare of every American manufacturer is making two pairs of shoes where only one will sell.

Plainly, in a single generation, the problem is entirely reversed. The duty of the dollar is different. Where money once had to be hoarded to make goods, it now has to be spent to move them.

When we needed capital to build a new nation, every good citizen was taught to



KEEP the factory fires burning, and the home fires will burn of themselves! Our danger today is not undercapitalized buying, but overcapitalized selling. Coming prosperity rests, like the slowly descending cross-section of a pyramid, on a vastly increasing base of mass buying. As lower prices and liberal credits bring us safely down toward the ever broader foundation, the less becomes our risk and the greater our opportunity. The strain is always on the base

conserve cash. Today, while Europe pours in an extra \$200,000,000 every year, he serves our nation best who wisely and courageously employs his credit.

Those who do not benefit by installment business are—reasonably enough—suspicious. Old established bankers see a thousand finance companies, mostly small, suddenly usurping their functions. Credit men are not entirely keyed up to new conditions. Manufacturers and merchants, in some lines, suffer keenly from the new competition. Many honestly fear it; others merely parrot propaganda about “soft” living and the “day of reckoning.”

In this anti-installment agitation, as in prohibition, one must regret a whiff of financial snobbery. Captains of industry, with a wholly uninterrupted supply of alcohol, were conspicuously enthusiastic about the good effects of prohibition on the working man. Wealthy gentlemen, smiling indulgently at quaint little extravagances among the Bradley-

Martins, are quick to denounce uneconomic behavior in the poor.

For these paternally to deny any class of people, on one hand; or any class of goods, on the other, the peculiar privileges of this modern form of barter is sheer high-handed impertinence. With the credit risk properly insured by the seller, there is no reason why I shouldn't make monthly payments on a tray of cream puffs, or my office boy sign up six months for a silk hat. Every free born American has a right to name his own necessities.

Silk stockings are worn by every working girl. The value to society is self-evident. Who shall judge their value to the girl herself as against \$3 in the bank? Happiness isn't entirely a matter of pennies saved; nor prosperity of profitable percentages. The American workman—admittedly—doesn't know what's good for him. He is eternally after something better. Higher standards of living are built up, like coral reefs, out of millions of individual extravagances.

And trade follows those standards far closer than it does the flag! The cheapest way to keep “cultural” wages is through generous credits carefully supervised.

Naturally there is danger of overdoing. That, alas, is true of everything. Sleeping sickness is too much sleep. Sunstroke is too much warmth. Every year some over-thrifty wretch is found starved to death with thousands of dollars in his pockets. I knew a man to quit college because he ate too many chocolates.

Installment buying, however, is not growing anywhere nearly as fast as the clamor against it. Much of this clamor, incidentally, comes from blaming the new *method* of buying for a change in the buying tastes of the public of which it is an effect quite as much as a cause. Started fully fifty years ago, it has spread into every branch of trade. Nevertheless, during the past three years, its growth has been less than 10 per cent. Furthermore, like the Irish-

[CONTINUED ON PAGE 44]

Courage in Advertising

By M. L. Wilson

RALPH WALDO EMERSON tells us in his essay on “Courage” that there are three qualities which conspicuously attract the wonder and reverence of mankind: 1—*disinterestedness*—a purpose so sincere and generous that it cannot be tempted aside by any prospects of wealth or other private advantage. 2—*practical power*—the power of one man to organize the wishes of another, and 3—*courage*—the perfect will which no terrors can shake; the conviction that those with whom you contend are not superior in strength of resources or spirit to you.

With us advertising people, *courage* comes first if for no other reason than without courage we seldom have the opportunity of successfully applying either disinterestedness or practical power.

Do you recall the first time you went out to get business, how you walked to and fro before the building almost hoping, when you had finally screwed up your *courage* to go in, that the big man you wanted to see would be out? Do you recall the first real bump you got, the first cancellation, or the first unfair decision in the distribution of business? It was hard to go on with the day's work then, wasn't it? Do you remember the first time you faced the necessity of erecting that hurdle over which the prospect must jump if you would get the order clean—a hurdle which would either win or lose for you the biggest contract you ever got mixed up with? It needed *courage* to take the plunge.

And you found out, didn't you, that *courage* begets *courage*, or as Emerson puts it—“There are degrees of *courage* and each step upward makes us acquainted with a higher note.”

As you grew in *courage*, you cursed when you found your big man was not in, or when you were turned over to his subordinate. After a few cancellations you took them as challenges to go forward. As you erected those hurdles which meant success or failure, and *lost*, you learnt some lesson which improved your technique, while the exhilaration when you *won*, bore you upward to higher flights of *courage*.

And so it is with all of us; we go on from *courage* to *courage*; copywriters striking out into paths of greater copy adventure, agency men forcing on their customers unwelcome yet wholesome ideas, advertising managers fighting valiantly for a bigger place for advertising in the firm's thinking, and advertisers ever increasing their appropriations even in the face of seemingly adverse conditions.

It all takes *courage*.

As individuals, don't let us ever forget what Ralph Waldo also tells us: “To be really strong, we must adhere to our own means—(must) *have the courage not to adopt another's courage*.”

In other words, we must not rely on the other fellow to spur us on to higher flights of courageous accomplishment, *we must be bold and courageous self starters*.



© Topical Press Agency, London

WHEN the British laborer loses his position, he goes on the "dole." The above photograph shows a long line of men waiting their turns to draw upon this government subsidy. All things considered, the law has done a great deal for British labor, but no man-made laws can have any effect upon the great fundamental economic questions which have fermented for a century in the "tight little Island" and are still pressing for a solution, as is testified by the recent strike

A Kick Against Poverty

By James M. Campbell

THE stage was set for the British general strike more than a hundred and fifty years ago—in 1765, when James Watt invented the modern condensing steam-engine.

"Auld Jamie," of course, had no idea that the child of his brain was destined to change the history of the world. He never dreamed that it would transform Britain from an agricultural to an industrial land or that, because of it, the son of a Scottish laborer would, one day, be Premier of the United Kingdom.

All he had in mind was to try to improve what was then known as "Newcomen's engine"—a clumsy, inefficient and fuel-wasting device which pumped water from mines. When, in his later years, somebody suggested that his invention, in a changed form, of course, could be used to haul goods along the British highways, Watt opposed it. He went so far as to insert a clause in the lease of a house he rented that no steam-engine should, on any pretext, be allowed to approach it. In this he seems to have been a good deal like another Scotch inventor, Alexander Bell, who, it is said, would not permit a telephone to be

installed in his own summer home.

Long before Watt died, in 1819, the steam-engine had been utilized for many other purposes than that of pumping water from mines. Owners of cotton and woolen mills, of iron works and a hundred other kinds of factories had adopted it and, by so doing, had paved the way for what historians call "the Industrial Revolution."

Throughout the length and breadth of the British Isles factory towns sprang up. Offering what seemed to be a living wage, they attracted tens of thousands of men and women from the countryside, where they and their forebears had dwelt in peace, if not in plenty, for centuries.

THE change was not for the better. In their old environment these people had, it is true, lived in poverty. But it was a "jolly poverty." They were meanly housed but they had enough to eat. And if they fell ill, the lord of the manor or his good lady saw to it that they did not suffer.

But in the growing factory towns the houses which they occupied were no better than, if as good, as those which had been theirs when they

were herdsman and flock masters and tillers of the soil. Furthermore, employment was irregular. Their working day was sixteen hours long. The air they breathed was laden with coal dust. And with hardly an exception their employers regarded them as tools, to be bought as cheaply as possible and tossed to one side when their day of productivity had passed.

It was not until 1802 that any effort was made to improve the condition of British labor. In that year, the Health and Morals of Apprentices Act was passed. It was intended to put an end to the evils of the apprentice system under which many thousands of pauper children worked longer than twelve hours a day. The Act of 1819, fathered by Robert Owen, himself a manufacturer, was another step in the right direction. It prohibited child labor under nine years of age—but only in cotton mills! Another important factory act was that of 1833, by which children under eleven were permitted to work only nine hours a day and "young persons under eighteen" not more than twelve hours!

From time to time other laws, in-

[CONTINUED ON PAGE 82]

Delegates of Democracy

By William Allen White

THESE are fast moving generations. Men living to maturity now can see many changes, not merely in man's physical and material environment, but in his spiritual attitude. These changes of belief, social creed, or whatever you want to call the thing that inspires men to build institutions, come so quickly now that we have to bat our eyes to realize how far we have come.

I am in my late fifties. I have seen a complete spiritual revolution in the world as it affects man's attitude to his own dollar. When I was a young man, the owner of a dollar owned it. It was his dollar. He could do what he pleased with it. And if it were a million dollars, he could do what he damned pleased with it. And people touching their caps to the millionaire said: "Behold! the holy man; made righteous by his property." His millions were his and no one but a few long haired men and short haired women gainsaid him. He sold what he sold at his own price and bought what he bought at his own price. And he did not have to hire a bookkeeper to keep him out of jail or the poorhouse because of the excess of his profits. His bookkeeping was simple. He ascertained what he made from year to year by subtracting what he had last year from what he had this year. And instead of putting the double hush on the result, he bragged about it. That was thirty or forty years ago.

Today we have socialized the dollar. The poor man may own his own dollar, but let him get a million and see how quickly that million is affected by public use and goes under social control. By social control I don't mean entirely legal control. I mean the control of public opinion, the rules of trade, the ways of commerce, the attitude of business, as well as mere legal formula which impresses the dollar into pub-



© Wide World Photo

WILLIAM ALLEN WHITE, editor and publisher of the *Emporia (Kansas) Gazette*, has won himself a place among the leading contemporary American editors and essayists. The virility, the literary quality—what Robert R. Updegraff terms "the flavor of the man"—that made a national figure of a small town, mid-Western newspaper man, is amply revealed in this timely address made by him recently before the National Electric Light Association Convention which was held at Atlantic City, N. J.

lic service, one way or another. We are mere stewards, passing custodians, temporary trustees of our dollars in this modern civilization. After a man's possessions pass the ten thousand dollar mark, no man owns anything in fee simple any more. And it isn't that the socialists take his money from him, nor that the politicians dilute the power of money. It is just life; the way humanity has come to consider things.

I know of thousands of dollars' worth of advertising which my little country newspaper could take and swell my profits by fifty per cent. There is no law against taking that

advertising. It is crooked advertising, dirty advertising. Supposing I take it. Public opinion will so declass me that my profits from every direction will immediately fall and I will be poorer than I was before I went into the offensive adventure. I know where I can recruit labor cheaper than the labor I am employing now. Supposing I take it. The law will stand by me. The law will put policemen in front of my office to chase the picketers away. The law will put my employees in jail if they bother me in the conduct of my business. Yet if I take the cheap labor and open my printing office, in a year I will be poorer than if I take the better paid labor. And if I keep it five years, it will be getting as much as I am paying labor now, and I will get the reputation of a wicked, old skinflint who grinds the faces of the poor.

I know a lot of ways to deceive the public and sell them sensational news. There is no law against it. Supposing I tried it. Suddenly my circulation jumps. It looks easy—that way to make money. If I try it, in five years my paper will be discredited. I will be known as a liar. I will either be feared, or hated, or both; my family will be disgraced, my stand-

ing among men will be taken away from me, and the better class of advertisers will shun my columns, and my profits will go tottering into losses. I have no liberty; you have no liberty in the old sense.

This struggle between the morals of men in the mass and the aspiration of man the individual is in the blood of humanity. It has always produced that changing balance between the rights of the individual and the needs of men in the mass which from age to age we call justice. It is constantly changing the rules of trade, the ethics of business, and the accepted methods of commercial life. Politicians trifle with

[CONTINUED ON PAGE 86]

Swapping Ideas For Orders

By R. Bigelow Lockwood

WHEN Eve persuaded Adam to sample the apple, she used a deeper selling motive than the mere taste of the fruit. Fruit and tastes were plentiful in the Garden of Eden and there was far more behind the transaction than simply tickling Adam's palate with a new idea. It is quite possible that her approach was somewhat as follows:

"Did you ever stop to think, Adam, that you're dead from the neck up? Don't you know that a certain kind of fruit, such as I have in my hand, will open your eyes to a lot of new sensations other than taste and the feeling that you are full of food? You will never get wise until you eat this apple. Your market is too limited and you are too self-satisfied. Branch out, old man. Wisdom is the one thing you haven't got and I have the key right here." And after that line of argument the sale was easy. By way of stating a modern parallel to this original sales transaction, let us turn to a piece of industrial advertising copy written by the Bristol Company of Waterbury, Conn., and directed thereby to central stations.

Among the many electrical recording instruments made by this company are ammeters. There is nothing new about an ammeter. It records the amount of electric current used and, when hitched up to an automatic recording chart, keeps a running record of the exact hours when the current was "pulled." Every central station in the country knows these facts, but Bristol had an idea which they were willing to swap for orders. The idea was based on smoothing "Public Relations": something to which central stations selling current used in the home are particularly responsive. It was simply this:



© Brown Bros.

WHEN immigration was so radically curtailed a few years ago, industry was faced with the problem of a real labor shortage. A manufacturer of automatic material handling equipment realized that he held the solution to the situation. How he and others have made new ideas serve the public and increase their own sales is described by Mr. Lockwood in the accompanying article

Every central station receives complaints from customers who claim that their electric light bills are too high. Mrs. B. writes that she never in the world burned up all that current. Mrs. W. calls personally at the local office to protest against the reading of her meters. In consequence the meter committee has a busy time ironing out the trouble.

With these facts in mind Bristol stepped forward in its advertising with an idea for relieving the situation. They told the central stations, "If all the central station companies would courteously go out and place recording ammeters on the lines of customers who complain, 'Public Re-

lations' would not be the intangible, indefinite quantity that it is."

And Bristol broadcast this message in a very original manner, as may be seen by looking at their advertisement which is reproduced. Under the headline *Do Your Customers Forget to Remember* short paragraphs were devoted to describing typical complaints. Here is one:

Four o'clock tea. One very haughty lady insisted we were all wrong. But the chart showed a lot of current had been "pulled" regularly about half past four in the afternoon—the toaster was the culprit, caught in the act of preparing afternoon tea.

Other paragraphs tell of the man detected reading in bed late at night and of the cook who was in the habit of going to the cellar for supplies every morning and neglecting to turn off the light when she came upstairs. Each incident is illustrated with a thumbnail sketch, thus picturing the leak as well as describing it. By passing along this suggestion to the central stations, the Bristol Company is explaining an idea and, at the same time, expanding their own market.

Swapping ideas for orders is a method of getting business which is

particularly fruitful in industrial selling campaigns because industry judges the equipment it buys on the basis of results and is always receptive to ideas calculated to improve its methods. Moreover, industry is inclined to note the value of advertising copy by the usable suggestions it contains, just as it rates the salesman by the specific help he is able to render. The buyer in industry today has but a small amount of time to give the salesman who cannot contribute ideas that can be turned into production—and profits. Salesmen and advertising copy must deliver suggestions that are workable. If these suggestions are new, then the response is all the greater.

Who Gets the Summer Business?

By Charles W. Stokes

THE American tourist business is worth about \$350,000,000 a year to Europe. What is it worth to this country? That question, with the vacation season upon us, might well occupy the attention of those who talk of the summer "slump."

Compared with Europe, there is, of course, very little foreign tourist trade; for unless one includes the large number of Canadians who seek American resorts, particularly in winter, as foreigners, there are very few foreigners who visit the United States primarily for pleasure. But every American man, woman and child who possibly can, does sooner or later take a vacation and by so doing puts much money into general distribution and affects very materially the distribution of the staples of life.

Statistics are difficult to produce; in fact, have never been attempted. When John Smith sets out holiday-bound there is no means of knowing how much he has spent except by asking him. But in Canada the tourist industry is now calculated as the third largest of the Dominion. Statistics are easier to compile there; Canada is a favorite vacation-ground for Americans, and because every American crossing the inter-

national border must pass the immigration examination, it is possible to know exactly how many Americans visited Canada during a certain period. From this a fairly approximate division can be made into "tourist" and "business" and a rough-and-ready calculation made on a per capita basis of expenditure. That amount, according to the National Parks Department at Ottawa, totals to over \$150,000,000 a year—four times as much as all the gold mines of the Dominion produce.

To calculate the amount of money which Americans spend within the borders of their own country, we can perhaps figure on a hypothetical basis. Let us assume that every man, woman and child takes two weeks' holiday per annum at the very moderate cost of only \$5 a day; and then, to make allowance for those who prefer to go to Europe, for the poor, the sick, the aged and the very young, we cut this down to \$1 a day. This gives a total of at least \$1,600,000,000 paid to the railways, steamships, hotels, boarding houses, stores, garages, postal card counters, ice-cream parlors, and (whisper it) bootleggers,

et al. Therefore don't despise the vacation business or look upon it as an unimportant economic factor.

When we scoff at the way many European countries or communities live off the tourist, accumulating enough in summer to keep them in comfort during the fall, winter and spring, let's not forget that by a very considerable slice of American business the summer vacation period is viewed with either joyful or sorrowful anticipation. "Summer stagnation" is exactly what countless manufacturers and retailers call it. It means falling sales in many lines.

[CONTINUED ON PAGE 66]

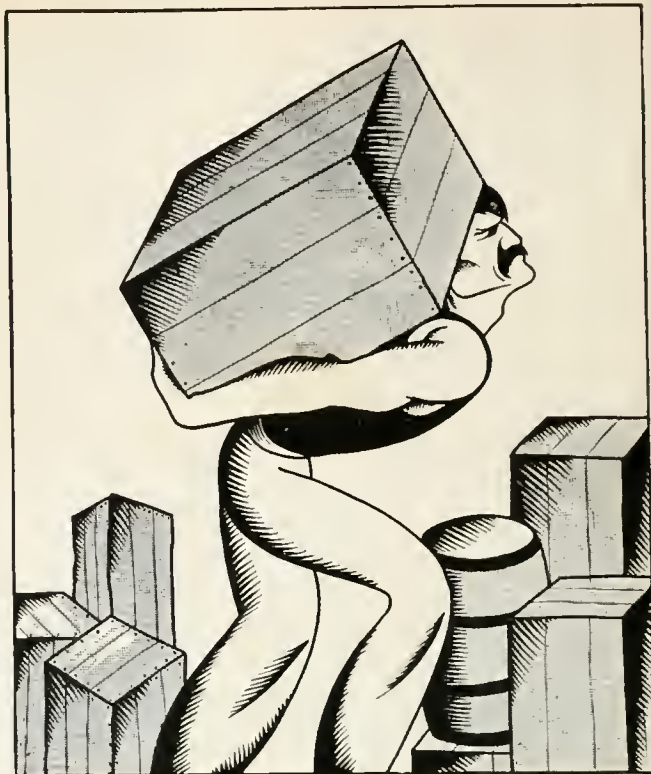


© Ewing Galloway



Courtesy Canadian Pacific R'l'w'ys.

IT is a commonplace item in the American Credo that a number of noted European communities, such as Deauville, live upon the tourist and are consequently somehow despicable. In this country alone at least \$1,600,000,000 is spent each year by vacationists. In Canada the tourist industry is now calculated as the third largest of the Dominion. Is it to be despised?



"Clark Theory of Labor Economy"

WAGES of unskilled laborers increase at a much faster rate than the wages of skilled labor. Eighty per cent of unskilled labor in industry is used to move materials. How many unskilled laborers have you on your payroll? How to make these men productively profitable is the theme of the "Clark Theory of Labor Economy."

A request written on your letterhead will bring you a free copy of this dynamic booklet—or use the coupon below

CLARK TRUCTRACTOR CO. Buchanan, Mich.
117 Days Ave.
Please mail me copy of your book "Clark Theory of Labor Economy."

Name _____
Company _____
Street _____
City _____
We employ _____ unskilled laborers

CLARK TRUCTRACTOR COMPANY

Gasoline Propelled Vehicles for Industrial Haulage
1127 Days Avenue, Buchanan, Michigan



He is Capable of Better Things!

COAL trucking is dirty, demeaning, soul crushing work; it depresses the spirit, stoops the shoulders, corrodes the face. Giving men laborious, strength-sapping work which can be done better by mechanical power is both inhuman and unprofitable. *There is a better way.*

Application of the "Clark Theory of Labor Economy" makes men out of pariahs, produces cost of dream and profits out of losses. The coupon will bring you the booklet free

CLARK TRUCTRACTOR CO. Buchanan, Mich.
117 Days Ave.
Please mail me copy of your book "Clark Theory of Labor Economy."

Name _____
Company _____
Street _____
City _____
We employ _____ unskilled laborers

CLARK TRUCTRACTOR COMPANY

Gasoline Propelled Vehicles for Industrial Haulage
1127 Days Avenue, Buchanan, Michigan

WHEN the Clark Tructractor Company decided to propound its "Theory of Labor Economy," Miguel Covarrubias, the talented young Mexican, was selected as chief attention-getter. The drawings of the resultant series are compelling in their sheer ugliness; great hands and feet, toil-bent bodies, faces distorted with the sharp lines of physical strain—all depicted with a telling simplicity that tosses another hand grenade into that time-worn old saw about the grandeur of toil. "Physical erosion," says Clark, "is the penalty that men pay for ignorance." So says Covarrubias—and with considerably more effect.

High-Brow and Low-Brow Types of Direct-Selling

By Henry B. Flarsheim

Secretary, The Marx-Flarsheim Company, Cincinnati, Ohio

DIRECT-SELLING, from the outside, looks simple. Just advertise for some salesman; turn over your selling outfits to them and tell them to "go to it."

But the first thing which the careful student of straight-line marketing learns is that there are almost as many methods of selling direct as there are firms in the field. To give merely a brief outline of each of these methods would fill the space of this entire publication. In this article I hope to hit only some of the most interesting high spots. There is no disparagement implied to anyone in the title of this paper. Certain types of direct-selling concerns employ high-grade salespeople. Those, for convenience, I have referred to as "high-brows." At the other end of the scale are the semi-mail order propositions, in which premiums are given to the customer agents—"low-brows," so far as selling is concerned. There are infinite gradations between these two extremes.

Before a manufacturer starts to sell direct, he must determine on exactly what rung of his hypothetical ladder his particular proposition should logically stand. At the top of our ladder, we will place the firms which sell merchandise or services running to large sums of money. These include insurance companies and stock and bond selling houses, who send out salesmen direct to their prospective customers. I will not devote space to these businesses, as they are not ordinarily classified as direct-selling.

Next in line would be manufacturers of washing machines, vacuum cleaners and similar appliances, whose merchandise must be demonstrated and sold right in the home, instead of in stores. Usually, however, the buyer of these appliances does not deal direct with the manufacturer. There is the distributor in between, who carries a stock of the appliances, which are sold to users by re-salesmen. On the next rung of the ladder we find the firms

which compete directly with the retail stores, selling merchandise of kinds which very frequently are bought in the stores. In this group are the firms selling brushes, food and toilet products, men's shirts, lingerie, millinery, dresses, men's ready-made suits, and a host of other familiar articles. It differs from the preceding group in that the washing machines and similar appliances must be demonstrated in the home to make sales in reasonable numbers, whereas selling wearing apparel and similar easily-bought articles direct is only an optional plan.

It is with articles that can be sold either direct or through stores and mail-order houses that we are especially concerned here, for it is in these lines that direct-selling has made the greatest strides. Some companies in these lines have amazingly complete selling organizations. At the top, of course, are the salesmanager and his assistants. Next come the divisional managers, supervising divisions composed of a number of states. Under them come state and city managers; working under these are the field organizers; and finally there are the salesmen who call from door to door.

LOCAL offices are established by the managers out of which the salesmen work. Every evening, as a rule, the salesmen come to these offices and turn in their orders and report on the day's work. Men are usually employed through local newspaper classified advertising. The national advertisers of this class frequently carry suggestions in their consumer advertising asking that persons interested in selling their goods to get in touch with the salesmanager.

Meetings of sales forces are held often. Under the guidance of the manager, sales problems are discussed and "inspiration" talks are given to the men. Often very elaborate, impressive selling outfits are furnished to the men, usually with-

out deposit although sometimes after payment of a bond fee, depending on the plan used. These outfits cost as high as \$30 or \$40 each. The prospective agents fill out elaborate application blanks, and their references are carefully investigated. The next best thing to a personal interview is given to each applicant. All correspondence and dealings are handled direct with the home office. Exclusive territory is usually allotted, and although ordinarily no definite quota of sales is set, the territorial grant is revoked if the volume of sales is not adequate.

DEALING direct by mail with the salesman, a firm of this type naturally must supply something which makes up for the personal supervision and instruction of the district managers in other types of organizations. Elaborate sales manuals, house organs, contests, advertising helps, advertisements for newspapers are constantly being developed and furnished to the salesmen by these organizations. A clever sales manager is the key-note of success in such a business. His personal correspondence with the men, which often results in intimate friendships between the salesmanager and the individual salesman, helps to keep the organization at a high pitch of enthusiasm. Experienced men are usually required by this type of house, and inexperienced men are put on only in small numbers and after great care in selection.

Next on our ladder are houses which deal direct with their salesmen but which obtain varied classes of men. These houses ordinarily act as a sort of training ground for salesmen. They take on anyone and everyone, whether they work full or part time. To safeguard the selling outfits, a deposit is required.

The personal element in this type of business is not stressed nearly so much as in the two other types described. The greater part of the correspondence is handled by form

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There Is a Future for the Farmer Market

By J. B. Reynolds

President of Ontario Agricultural College

FARMING today in Canada and the United States has become commercialized. The pioneer farmer produced most of the raw material necessary to his living, while the farm home industries manufactured the raw materials into finished articles of food and clothing. Sugar, soap, bread, butter, cheese, cured meats, preserved fruits, candles, yarn, woolen garments were made a generation or two ago in every farmhouse. Now these are made for the most part in factories, and the farmer buys the factory-products for cash. The pioneer farmer used few and simple implements in husbandry. Today he is collectively the most extensive purchaser of machinery produced in our factories. From seed time to seed time every operation and branch of farm industry uses factory made implements. The seed is sown and the grain reaped with large-scale implements. The cow's feed is stored in a machine made silo and the cow's milk run through a mechanical separator. She is tied in a factory made stanchion and fed from a factory made carrier. The Wisconsin dairy farmer buys oil-cake produced in the cotton growing states and consequently is a patron of the transportation companies.

The fruit-grower must have a spray machine costing several hundreds of dollars. He sprays his orchards three to six times with different chemicals and for his spray



(C) Brown Bros.

THE once self-sufficient farmer is today an extensive purchaser limited only by temporary economic conditions. Here is a fertile field ready for cultivation by the manufacturer who is willing to study agricultural needs and offer suitable service

materials is an extensive patron of the chemical industries. To fertilize the soil of his orchard he buys commercial fertilizers. For packing his fruit he buys factory-made barrels and boxes and hampers and baskets. Under the pressure of these tremendous changes the New Farmer has been evolved. The farm today is no longer self-supporting. The farmer is no longer independent and isolated. He has been caught in the great industrial and commercial currents of the world. The farm has been as deeply influenced by the industrial revolution as the city, for the farmer has become a patron of the industries and in becoming so his business methods and relations have been changed as profoundly as have his farming methods. He has become an intensive purchaser of all kinds of factory-made commodities, from socks and sugar to seed drills and self-binders. And he must have money, a great deal of it, to enable

him to pay for these necessities. He must find markets in which to sell his produce.

The characteristics of the "new farming," as distinct from pioneer farming in Canada and the United States, are these: The new farmer has learned to grow special crops suited to his soil, climate, and market so that the agricultural areas have been divided into fruit regions, tobacco regions, corn belts, wheat provinces, and cotton states. He has found that each special crop has its own diseases and makes its special demands upon the soil. He has had to learn how to combat diseases of

crops; how to improve the varieties he sows; and how to maintain the fertility of the soil.

The opening up of new regions, the building of railroads, the improvement of highways, and of ocean transportation, and especially the coming of the motor-truck, have widened his markets but increased competition. The price of butter in Ontario is influenced by importations of butter from New Zealand. The price of whole milk supplied to the towns and cities of Canada is controlled by the export price of cheese. The price of wheat in Canada and the United States is influenced, if not determined, by the export price on the Liverpool market, where our wheat competes with wheat from India, Argentina, and Russia.

Not the local market only, nor even the home market, but the markets of the world are the concern of the new farmer, and for this reason

[Portions of an address before the 23rd Annual Convention, Affiliation of Advertising Clubs, Cleveland, Ohio.]

THE • EDITORIAL • PAGE

The News Digest

WITH the current issue we present a new and what we hope will prove a valuable service to our readers.

Many people who find it important to keep up with the news of advertising and selling find it necessary to consult a variety of sources, and thumb over many publication pages to get a complete record of changes and happenings that interest them for business or personal reasons.

The News Digest (which with this issue becomes an integral part of ADVERTISING AND SELLING, bound as a section at the back) will contain *all* the news of advertising, accurate and complete, and presented in a form which is both simple and convenient.

For instance, if you are interested in personal items, turn to the classification marked Changes in Personnel. You can quickly run your finger down the complete list. If you are interested in agency changes, you can get the two weeks' record in a minute, and then pass the issue to your secretary or record department to correct names, etc., on your lists. This section also contains changes of addresses grouped together for quick reference which will save needless postal delays and expense.

Our readers can help in making The News Digest of greatest value to themselves and to the advertising business generally by keeping us informed *promptly* of important happenings. We shall be glad to receive comments and suggestions at any time for the improvement of this service.



Cooperative Censorship

FROM many sides have come expressions of endorsement relative to the leading editorial in the May 19 issue of ADVERTISING AND SELLING advocating a new form of censorship to be worked out by groups of advertisers or trade associations in cooperation with publishers' associations or with individual publishers.

"Your suggestion of having the advertisers themselves develop a censorship code for their own field or industry and hand it to the publishers to enforce, is at once the sanest and the most practical and effective of any yet conceived," comments one influential agency man. "It would give definite point and practicality to the movement for 'Truth in Advertising.'"

Another reader brings out the point that for the first time a form of censorship has been suggested which enlists all the parties concerned—publisher, agency and advertiser—and gives each a voice in formulating the censorship regulations that all must respect. "And with all parties looking on, publishers will find themselves less tempted to let down the bars to their advertising columns, even as advertisers will be less tempted to ask them to."

"The thing that impresses me about this plan of censorship," comments a publisher, "is that it takes the *sor* out of censorship."

We realize, of course, that such a censorship program,

concerning itself with gathering and listing the objectionable and misleading terms, statements and insinuations in each of the various fields, and formulating a set of censorship regulations therefrom, is only a beginning; but it is a very practical beginning and one that should commend itself to all who are interested in increasing the believability and productiveness of advertising.



A Better House for Advertising

AT the recent National Electric Light Association Convention at Atlantic City, Samuel Insull, of Chicago, performed for that industry what should be performed at the national convention of every industry.

After listening to laudatory speeches for two days, and hearing their industry complimented and congratulated for its marvelous progress and its priceless contribution to mankind, the delegates might be pardoned for feeling that their industry had accomplished something to be proud of. They could hardly help a glow of satisfaction.

Then came Samuel Insull, with a paper full of solid facts and figures in which he went about it dispassionately, almost methodically, to show that in effect the industry had slowed down, if indeed it was not losing ground. Following which he proceeded to outline the jobs to be done—bigger things than those that have been done. And these, too, he listed, not as the dream of a visionary or with the fervor of an orator carried away with his subject, but rather in the manner of a carpenter ordering lumber for the building of a house.

It was a wholesome, disillusioning speech, and it is to the credit of the N. E. L. A. that it was received with greater approval than perhaps any speech delivered during the week.

It would be well for advertising were a Samuel Insull to be on the Philadelphia Convention program, to jolt us all out of our smugness and self-satisfaction, and order the materials for a better house for us all to live and work in.



Photographs in Advertising

WITH the newspapers of one day publishing news of three damage suits against advertisers for using pictures of people without their permission, it behooves advertisers and agencies and publishers to pay closer heed to this matter. A suit of this kind can be and generally is serious.

Of late years it has been so easy to get permission to use the photographs of stage folks and society leaders that there threatens to develop in business circles a lack of respect for the pictures and personalities of the great and near great, as well as the average citizen. Unless this is checked and advertisers are more careful in the use of photographs and pictures, of both the living and the dead, even stricter laws are likely to be written on the statute books.

A History Outline of Advertising—III

Early Practices and Increasing Competition

By Henry Eckhardt

Illustrated by Ray C. Dreher

BY 1849 there were 2000 newspapers in the country, and of these Volney B. Palmer was the sole and accredited agent for 1300. This constituted almost a monopoly, and Palmer worked it for all it was worth. He squeezed profits and charges out of every part of the business, for instance, billing all postage and even stationery. When competition came into the field and landed some of his accounts, that phased Palmer not in the least. He made a new rule: 25 per cent commission on all advertisements placed by anyone formerly his customer.

This last provision was probably inspired by the defection of S. M. Pettingill, his clerk. Pettingill, feeling the urge to go and do likewise, established himself independently in Boston, in 1849.

Palmer immediately issued a proclamation against Pettingill. He promised dire fates to all newspapers which countenanced this upstart. But by this time the publishers were fed up with Palmer and his autocratic ways. They welcomed Pettingill as a needed antidote.

One of Pettingill's first clients was George W. Simmons, clothier, of North Street, Boston. North Street was an out-of-the-way place. Simmons developed the scheme of capitalizing his unfortunate location through advertising, and so provided



the genesis for all our "walk-up-one-flight" and "out-of-the-high-rent-district" merchants of succeeding generations. Simmons called his place Oak Hall and then painted those two words on every rock and fence in New England.

The most historic and beclimbed rock of all was the Old Man of the Mountain. One traveler relates that he reached this goal after half a day of shinscraping only to be greeted by the letters "Visit Oak Hall, Boston" across the "Old Man's" forehead.

Simmons had great ideas about advertising. His contract with

Pettingill called for a daily reading notice in twelve newspapers and no two readers were to be alike. Poor Pettingill! What a terrific case of copy writer's cramp he must have developed. However, his facility must have been equal to the task, for he rose in fame and prosperity and became the S. M. Pettingill Company.

Until 1851, New York, Philadelphia and Boston were the only cities which boasted advertising agencies. Cincinnati, thanks to the Ohio River and the Steam Boat Bills of those days, was the gateway to the Mississippi River country and the fast opening territories beyond. So in March of 1851, W. H. Parvin began an advertising agency in Cincinnati. To him belongs the distinction

of being the pioneer agent of the West.

The early agencies have, of course, long since disappeared, but chiefly in identity. Palmer's Philadelphia office became Joy, Coe & Company and finally merged in 1876 with the N. W. Ayer & Son of today. His New York office passed eventually to W. W. Sharpe; the business of W. W. Sharpe & Company has also continued uninterruptedly down to the present. Palmer's Boston office later became S. R. Niles.

John Hooper & Company kept going until 1870. Hooper in that year executed a face-about which has

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

*A*N advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Gilson B. Gray
E. Dorothy Greig
Mabel P. Hanford

Chester E. Haring
F. W. Hatch
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
A. D. Lehmann
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank W. McGuirk
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
P. J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright



NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

intrigued advertising agents ever since. One of his clients, a manufacturer of tin-lined lead pipe couldn't pay his bills, so Hooper took them over, and the company too. Soon the tin-lined lead pipe was paying more handsomely than the agency. In 1870, Hooper turned pipe manufacturer exclusively and sold his agency business to George P. Rowell & Company; price, \$10,000.

Most of the business of these early agents was with the country weeklies. Cash was a scare article; many of the deals were swaps.

The publication traded space to the agent for type and presses or other commodities. The agent handed the space over to the advertiser in exchange for needables and not so needables.

Thus the agent was brokering and "horse trading" in all directions. If he was patient, shrewd, and not over-particular, he rapidly perfected systems for making the business pay. Not only that, but he also contrived to put both publication and advertiser under obligation to him.

On the other hand, the publishers of those days, particularly the country publishers, were temptingly easy marks. They figured this way: The space wasn't worth anything to them; any advertising revenue was so much money found. Certainly they would take what they could get. Naturally they had no rates. The agent made the rates for them. And the rates were what the traffic would bear. Further, whatever rate the agent made was binding on the publisher. What was even more convenient, if the agent did not collect, he did not pay.

All in all, these early days were haphazard days, but the practices which sprang up took firm root. They explain much of the later development of the advertising business—also many of its later woes.

A new figure, Charles M. Knox, the hatter, commenced to obtain advertising fame in the early fifties. Knox had landed in New York a penniless immigrant boy. He possessed the irrepressible initiative which leads men to venture into new paths. Soon he had set up as a hatter. He was not only an alert hatter; he was also an alert salesman of his hats. Although no New York hatter had advertised before, Knox seized upon advertising as his

very own and particular field of activity.

Like Barnum he developed his own peculiar methods. He wrote his own copy and kept to a characteristic style. After a few years this style became famous. Everywhere, Knox was hailed for his "popular and attractive ads."

The other New York hatters were forced into line, and hat advertising became a feature of the early advertising columns.

Knox wrote to a formula: "To con-



nect the ad with some topic or event which is the conversation of the hour." This sounds much like our modern precept—news value.

He was also extremely fond of the pun which resulted in gems such as the following:

"Although Queen Isabella has lost her crown, the crowns of Knox's Hats never come out."

"The Grecian Bend may do for the ladies, but all gentlemen wear Knox's Hats."

"Not a man who wore Knox's Hats during the earthquake in San Francisco had them shaken off."

Unskilled these efforts are, yet the basic conception behind them is not so different from that which carried Frank Irving Fletcher to fame in his

Franklin Simon's Men Shop copy. In fact, the pithy, aphoristic type of copy is even now being used for Knox Hats in the newspapers and magazines, although invested with a quite different flavor by the brilliant pen of T. L. Ryan.

Mr. Knox is described as "a genial, pleasant man. He is temperate, never uses tobacco, and never went to a ball in his life."

Perhaps even more famous as an advertiser was Robert Bonner. Bonner, like Greeley, began as a compositor. He bought the old *Merchants Ledger* of New York, a weekly, and changed its name to the *New York Ledger*. To build up cir-

culation, he engaged the Mabel Herbert Urners and Fannie Hursts of that day and advertised them heavily, being the first publisher to demonstrate the value of advertising in building up a publishing property. His success stood out as the prize achievement in the field until Cyrus H. K. Curtis came along. He was in his advertising prime about 1860. During this year he spent \$60,000 for inserting a single advertisement. This would be a formidable sum even today. In those days it was called "a piece of splendid audacity."

The advertising methods used by Bonner smacked strongly of P. T. Barnum. In fact, Bonner stole Barnum's repetition trick bodily. He would take one line, such as "Read Mrs. Southworth's New Story in the *Ledger*," and repeat it over and over again. Or he would use lines in triplets for effects such as this:

The New York Ledger
The New York Ledger
The New York Ledger

will be for sale
will be for sale
will be for sale

tomorrow morning
tomorrow morning
tomorrow morning

throughout the
throughout the
throughout the

United States
United States
United States

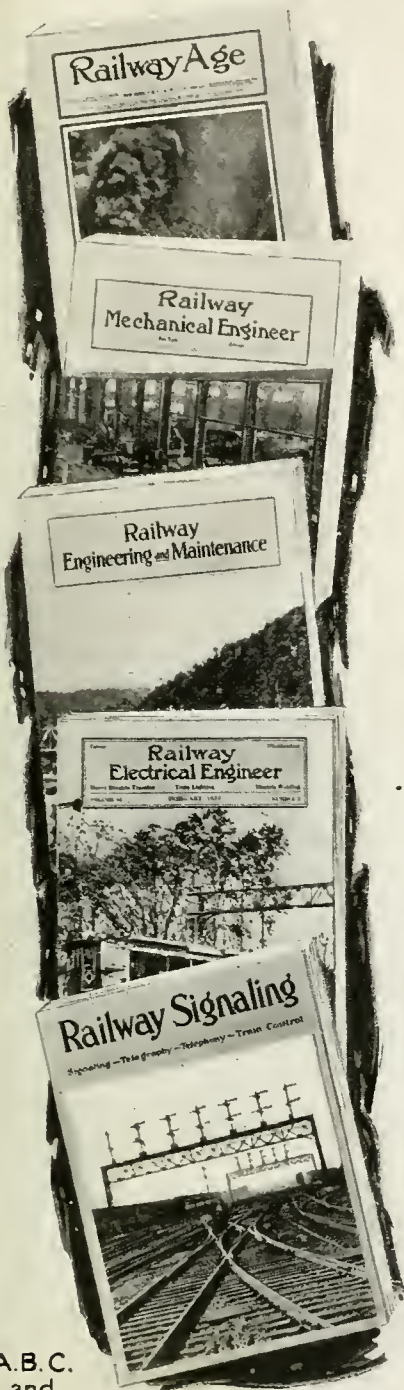
and New Jersey
and New Jersey
and New Jersey

This New Jersey joke, by the way, was to humor of that day what the Ford is to the humor of this.

"What is the use," asked a friend of Bonner, "of your taking the whole side of the *Herald* and repeating a single statement a thousand times?"

[CONTINUED ON PAGE 84]

The Railway Service Unit



A.B.C.
and
A.B.P.

Direct Your Message to the Right Railway Men

through the five departmental railway publications which constitute *The Railway Service Unit*.

The departmental organization in the railway industry and the widely different railway activities make it necessary to gain, effectively, the interest and confidence of each department individually.

These five railway publications accomplish this by each one being devoted exclusively to the interests of one branch of railway service—and their effectiveness is shown by the classified circulation statements and the high percentage of renewals.

Our Research Department will gladly furnish analysis of the railway market for your products.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

Chicago: 608 S. Dearborn St.
Mandeville, Louisiana

Cleveland: 6007 Euclid Ave.
San Francisco: 74 New Montgomery St.

New York, N. Y.

Washington: 17th and H Sts., N. W.
London: 34 Victoria St., S. W. 1

The Chain Store Versus the Independent Retailer

By Charles W. Mears

WHEN anybody talks about chain stores it is necessary to talk figures. Latest reports indicate that the United States has 6488 chain store companies. In the grocery field alone there are 1300 separate chain companies; in the drug field 1279, millinery and variety goods 1085, meats 1000. These, remember, are chain store companies. The number of individual chain stores is almost unbelievable. The Atlantic and Pacific Company has 10,000. Kroger has 3000. The American Stores Company has 1800, the U. S. Stores Company 1100. In other fields are: Woolworth 1356, Kresge 256, Kinney Shoes 222, McCrory 176.

A chief effect of the increase of chain stores has been the ruination of many small individual retailers. And we may well ask whether the chain store is a monster machine that is destined to run down and crush the individual merchant wherever he exists. Is there no escape?

Undeniably the chain store has tremendous advantages. It has large buying power. Doing business chiefly for cash, it usually has ready money. Because it is a big institution, it can afford to employ at headquarters the highest type of executive ability. Because one store more or less means nothing in the life of a chain, it can afford to experiment in neighborhoods.

The chain store represents centralized management and decentralized distribution. Just how far the brains of the central management can be extended in a fool-proof manner to each of the growing number of its stores depends very largely upon personnel. The more high-grade and fool-proof the rules that are handed down by headquarters, the less managerial ingenuity is to be expected of the separate store manager and his assistants.

With centralized management, centralized buying and decentralized distribution, the chain store is not extremely flexible. It requires a



tremendous amount of bookkeeping and a great deal of supervision. Executives must be supplemented with district managers and assistants, to say nothing of supervisors who probably number one to each five stores.

On the other side of the picture the individually owned store represents ownership, management, control and performance all at a single place. It has, or should have, tremendous flexibility. Whereas the chain store, far from headquarters and bound to certain lines of action by definite rules, is often as lacking in color, character and personality as a telephone booth, the individually owned store can have always a character and personality of its own. There is no excuse for the individual merchant's not knowing his customers personally and creating in their minds a liking for him and his service sufficiently strong to offset some of the chain store's advantages over him.

For the most part, chain stores sell for cash and make no deliveries

that are not separately charged for. The individual merchant very often extends credit and customarily makes deliveries. Part of chain store strategy is to induce its customers to come often. That being so, it should be the individual retailer's aim to do everything within his power to minimize the number of visits required by customers. Individual grocers in Chicago and in Syracuse combined in putting on an advertising campaign urging their customers to do their shopping by telephone. And why not? It is much easier for the housewife to go to the telephone and state her needs and have the goods delivered to her door than it is for her to dress for the street, take time from her household affairs and carry home the goods.

One reason for the success of the chain stores, as everybody knows, has been the lack of enterprise and salesmanship on the part of the small individual retailer. He simply does not know how to maintain his business. Until recently he never heard of turnover. He filled his shelves with every sort of merchandise and at the end of the year, without learning a lesson from it, he found himself holding the bag. Returns from 545 representative individual retail grocers showed a profit of only one-ninth of 1 per cent on its sales, as against Atlantic and Pacific making a 3 per cent profit on \$352,000,000 worth of sales, and the American stores making 6 per cent profit on sales of \$88,000,000. The chain store has learned that it doesn't pay to handle slow-moving goods.

Even a fairly smart individual grocer turns his stock only 12 times a year, whereas the chain store turns its stock from 36 to 50 times. The chain store does not carry a lot of goods in the hope that somebody may buy them. The chain store is not in the educational business either. It locates where the people are thickest, it sells few brands, it refuses to handle what is not a quick seller, and it insists upon a

Portions of an address before Advertising Affiliation Convention, Cleveland, Ohio.

Des Moines— Insurance Center

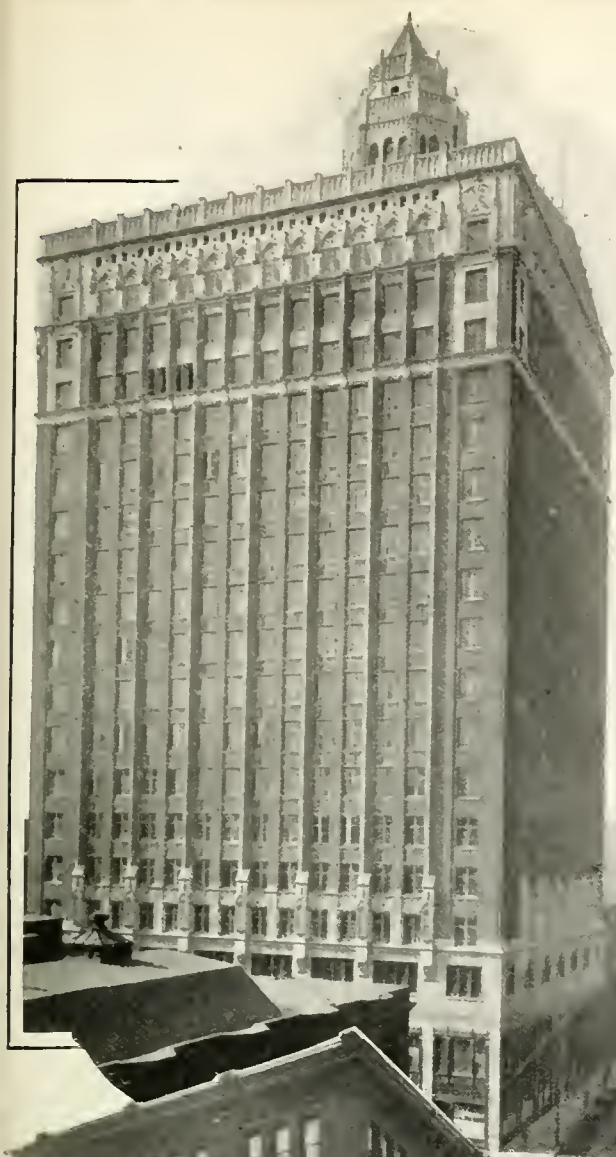
These buildings house the offices of four of the forty-four insurance companies which have their home offices in Des Moines.

The thousands of employes of these companies are regularly employed the year round at good salaries.

In Des Moines and in hundreds of Iowa cities and towns the buying public read

The Des Moines Register and Tribune

Net paid Circulation now exceeds 175,000 Daily
and 150,000 Sunday



Upper left—Equitable Life of Iowa, Upper right—Central Life, Lower left—Royal Union Life, Lower right—Bankers Life.

Store Salespeople Are Really Your Salespeople

Why Not a Salesmanager for Them?

By W. R. Hotchkin

THERE is a fact rarely, if ever, considered by the manufacturer whose goods are sold in stores. He may know a lot of discouraging places where sales are "as slow as cold molasses," but he seems to have decided that there is nothing he can do about it. He seems to have come to the conclusion that when he has carried the goods as far as the store wall, his work is done—that it's up to the retailer to get them over the wall of consumer acceptance, no matter how strong the competition may be or how ignorant the prospective customers of the desirability or even the very existence of his goods.

It is quite easy, as it is almost universal, for manufacturer and salesman to think that it is not their job to remove that impassable barrier of unsold stock. And, legally, it isn't. But, selfishly, what is the fact? If a reorder is wanted, the barrier must be removed. The merchant isn't in any stew about placing the order. He thinks he will sell something else, if he doesn't sell your product. If it doesn't sell at a profit, he can cut the price and get rid of it. He should worry! But that won't help the reorder. It just kills the outlet. This is not a matter of pride, not a matter of ethics or equity—just pure, selfish manufacturer's interest. He simply must help remove that barrier, as a part of the solicitation and sale of that outlet. He either gets the barrier removed or he evacuates that field of battle and restricts his market.

The manufacturer who retreats for such a cause is weak. There may be other battles that will be hard to



Courtesy R. H. Macy & Co., Inc.

STORE salespeople who are not selling a manufacturer's goods with enthusiasm are almost as useful to him as the counters would be without any salespeople at all. Too many face this situation with a fatalistic apathy when a capable salesman conducting an educational campaign could instil the necessary and missing spirit to overcome ruinous, indifferent selling

win, but this common resistance is easy to defeat. These barriers of unsold goods (if the goods are worthy and wanted at all) may be readily removed at surprisingly small cost by the local army of salespeople in the retail store.

But a salesmanager is needed to tell and show the salespeople what to do, and to stimulate them to do it!

In a previous article have been told the reasons for local promotion work by the manufacturer, and there was also painted a picture of the local salesperson, with the reasons why these salespeople will rarely show goods that are not asked for or are not among the short list of easiest sellers.

But salespeople are human; salespeople can be interested, can be stimulated. Salespeople have a lot of native pride about knowing things. They love to show off to customers

by demonstrating their knowledge and skill—if somebody takes enough interest in them to give them new and interesting information.

Of course, it is a lot simpler to assume that store salespeople are dumb-bells by nature, pig-headed by desire, and boycotters by the merchant's direction, than it is to devise a plan whereby the interest and ambition of these salespeople may be aroused to the point where they will readily show and enthuse about the goods that you want them to sell.

Salespeople cannot be successfully bribed to sell, and bribery will always be discovered and the manufacturer boycotted. But the merchant and his salespeople can be won to the point of very great enthusiasm by intelligently

planned literature, which may be produced at quite insignificant cost, backed by periodic visits of district personnel inspectors who have the personality, knowledge and experience to teach and demonstrate salesmanship to the store's selling force.

This suggestion naturally requires a salesmanager whose entire efforts are directed to carrying out this educational campaign. He must gather a force of district inspectors; plan a complete campaign for them; educate them; route them and get them properly introduced at the stores they visit. He must create advance interest for each inspector on the part of the merchant and all his executives, so that salespeople's meetings will be arranged for the day of his arrival.

Literature must be provided which not only tells the story of the goods and their uses, with interesting

[CONTINUED ON PAGE 54]

[ONE OF A SERIES ON "DIRECTIVE" MAIL]



directive MAIL

is { ROUTED
AROUND } not { SHOVED
ASIDE }

HIGH service-mileage—that's the distinguishing mark of *directive* MAIL. Any folder, broadside or "sales letter" that hasn't a quick, sharp nudge at some personal or business interest is apt to be short-lived. Very often it takes the direct way to the circular file waiting on the floor beside your desk.

They Say—

—“about 35 people here read the *Economist*”.
—“possibly 50 persons”—“60 to 70”—“we subscribe for 25 copies and at least three persons see each copy”—“approximately 100 people in our establishment read the *Economist*”—“my estimate would be about 200”—“we route each number to 130 people”—“at least 50 people in our institution read your pages”—“300 would be a fair estimate.”

— quoted at random from recent letters.

But *directive* MAIL, by which we mean material that is needed, wanted, expected, sure-to-be-read-and-used, the highest type of “direct mail,”—is valuable enough to keep and share with your associates.

Every issue of the Dry Goods Economist or Merchant-Economist is *directive* MAIL. Store executives route their business papers around through their businesses. We can name dozens of thriving stores in any section where every copy is passed on to scores, even hundreds of buyers and sellers. High mileage every time!

If you have something to sell to and through department stores, the interest and favor of *professional* readers is *all-essential*. Each one represents multiple buying power. Each is a spark plug in your selling! When you tell and sell the merchant, *he* will tell and sell the millions!

The ECONOMIST GROUP

239 W. 39th St., New York
—and principal cities

[DRY GOODS ECONOMIST
MERCHANT-ECONOMIST
More than 40,000 copies to more than 30,000 stores in 10,000 cities and towns—stores doing over 75% of the total business done in dry goods and department store lines.]



The Gargantuan News Stand

By Leon Kelley

THE other day while waiting for a train, a certain person of no importance stood for twenty minutes watching the turnover of business in two news stands. These were located in a subterranean corner of a great metropolitan railway terminal, where suburban trains foregather.

The observer was impressed, first, by the spectacle which the news stands themselves presented. And besides, a few happenings at their counters not only impressed but also set him wondering.

To the jaded eye of a tired business man, the rainbow of color formed by the arch of displayed wares was in itself a strong stimulant. Every color was there, from red to violet. But the really engaging part of the display was its staggering size, its engaging variety, and its astonishing scope. In the modern news stand there is a special brand of the commodity called printed matter, for every type of man, woman and child extant.

Of course, it must be remembered, these news stands were duplicates of tens of thousands of others the whole country round. Even back home on Main Street, the news stand has grown remarkably "bigger and better."

But here were these two railway stands, a few paces apart. Hundreds of different publications were on sale. There were journals with gaudy and indiscreet covers, some candidly and others unintentionally acknowledging their contents to be specifically for people who get along best with monosyllabic words. And from these primitive specimens, displayed publications ascended step by step to the sort with contents as sophisticated as the mind of a Harvard professor, with covers as conventional as it is possible for type to be—and type, you know, can be exceedingly conventional. In fine,



THERE were journals with gaudy and indiscreet covers, candidly acknowledging their contents to be specifically for people who get along best with monosyllabic words. And from these specimens the publications ascended step by step to those with contents as sophisticated as the mind of a professor. All over the country the news stand has grown "bigger and better"

these myriad wares were arranged from the lowliest to the most exalted in a long stretch of graduation which forbade any customer, no matter what his rank or station, to go away empty-handed. All this—and for what? Well, to be direct, all for the purpose of disseminating advertisements.

LET it never again be said that we are not a reading nation! If in doubt, stand twenty minutes before a news stand and watch the crowds. Let us hear more about what we read, rather than how much we read. For the daily disgorging of the news stand quite definitely indicates that we read a great deal.

It was interesting to notice the large number of young women, say, from fifteen to twenty-three, that went unerringly to the magazines which you are apt any time to see in the hands of shop girls and manicurists and garment models. It was equally interesting to notice the cut and carriage of the woman who, a little less frequently, was seen merely to murmur a name to one of the animated clerks—and be given some

publication the name of which dates back a few generations.

And right here is another point.

It is not the quantity of each publication displayed that makes necessary such enormous space in the news stand of today. As everybody knows, with a few exceptions only a small stack of each is put on the counter. Extra copies in bulk are kept in the back room somewhere. No, it is the great number of their variety that fills up the racks, shelves, counters and exterior display panels of the newsstand. And by far the majority of these are of a comparatively recent origin.

The old stand-bys, the publications with generations, at least decades of history behind them, sit astonished in their places

on the news stand looking at one another and wondering about their *nouveau riche* relatives. But we must remember that these old-established publications are the ones that have served the biggest and most successful advertisers of America, and have played their very important part, through the force of advertising, in making American industry what it is today.

It will be noticed, for instance, that the editorial standard of the older publications, the ones that have stood the test of years and years of service, has always maintained itself at a fairly high level. In fact, it would almost seem that the older they come, the higher their present standards. Compared with this condition, can it be denied that an all too unfortunate majority of the newer publications have a rather low, and in some instances distressingly low, editorial standard? Indeed, there are only a few outstanding examples of the new publications, seen on the news stands, that maintain an admirable standard, and some of these do so only as a thinly disguised affectation behind which in

[CONTINUED ON PAGE 70]

The PRESS is "First in Cleveland" as usual!

Publishers' statements just issued by "Audit Bureau of Circulations" confirm the circulation supremacy The Press has held in Cleveland for many years. Average daily net paid circulation figures for the six months period ended March 31, 1926, establish these facts:

<i>In</i> CITY Circulation		<i>In</i> TOTAL Circulation	
Press	184,047	Press	222,637
D. News	126,046	D. News	167,780
D. Plain Dealer	111,282	D. Plain Dealer	200,239
<i>Press Lead</i>		<i>Press Lead</i>	
Over News	58,001	Over News	54,857
Over Plain Dealer	72,765	Over Plain Dealer	22,398

In a year The Press has gained MORE THAN TWICE AS MUCH City circulation as both other newspapers COMBINED.

The Press' City circulation daily average represents a coverage of one newspaper to every English-reading family in Cleveland!

In a year The Press has gained over 7,000 more total circulation than BOTH other newspapers COMBINED!

The Press has over 16,000 more CITY circulation than the daily News has TOTAL circulation.

The Press has more City circulation, more City and Suburban circulation, more Total circulation than any other daily newspaper in the State of Ohio.

The Cleveland Press

NATIONAL REPRESENTATIVES:
250 Park Avenue, New York City
DETROIT : SAN FRANCISCO



ALLIED NEWSPAPERS, INC.
410 N. Michigan Blvd., Chicago
SEATTLE : LOS ANGELES

FIRST IN CLEVELAND

LARGEST IN OHIO

What Is This Keyed Copy?

By Carroll Rheinstrom

WHILE Ben Jonson managed successfully to dodge the offers of the copy chiefs of old London, he was not at all aloof from advertising. Time and again in his scribbles did he embrace the word "advertise" with caressing quill. Only—and here's the key to his copy—in Ben Jonson's day, the word "advertise" had the meaning expressed by the modern word "admonish."

It is interesting to muse on the philological transition. The first recorded advertisements—on the walls of Pompeii and medieval bulletin boards—were out-and-out "admonitions": admonitions to buy.

Looking back as recently as our own nursery days in this advertising business, we see the definition still enjoying its ancient prosperity. The patent medicine advertisers, those printed word persuaders *par excellence*, found "admonishing" the certain means to tally-hoes and Fifth Avenue mansions.

Their chief competition in the printed pages of the time came from tradesmen who aimed to lure customers to their counters. Here, too, it was found profitable to "admonish." The general advertising of the period was serious, graphic in descriptions of the woes accruing to non-customers, perspiringly calculated to bring new business before another sun had set.

Not until the nineteenth century industrial revolution had sent in its calling card quite some time after the dawn of the twentieth, did advertisers begin to inspect their homespun in the mirror and become dissatisfied with the commonplace things of life.

Simultaneously with the large scale buying of white space by companies selling through long jobber and dealer distributing chains, there came a tendency to assume the grand manner, to leave the crass details of selling to low born lackeys.

With an aristocratic gesture, the manufacturer explained his position somewhat as follows: "I am a producer. I am giving the world worthy merchandise. You jobbers, you shopkeepers, it is your work to sell my goods. But to prove my noble birth, I, myself, will go a step

further. I will blazon my name over the land. When a customer comes to you for the kind of goods I make, you need but show my brand, and he will buy. I will create consumer acceptance."

That was the day when advertising ceased to be "admonishing." The two aborigines of the publication pages, the patent medicine advertiser and the retailer, were subdued and assigned to reservations by the swashbuckling manufacturers. Newspapers and magazines were forced to buy bigger binding machines. Masterful paintings and Chesterfieldian phrases ushered in a new era of popular entertainment.

Then dawned the day when the world began to realize that advertising could be made to carry a major burden of distribution effort. Claude Hopkins, at that time president of Lord & Thomas, wrote a little book called "Scientific Advertising." Mr. Hopkins' theory, simply, was that direct-return advertisers had long ago proved the power of printed word to do a complete selling job; why should manufacturers, who wished to sell, even though it was through the dealer's hands, be content with lesser service?

Loud discussion shattered the white-space-like placidness of advertising circles. Refutations were prompt and fiery. But several insurgent merchandisers, faced with death by asphyxiation under the old regime, gathered under this banner of hard pan, complete selling advertising. So was born the modern phenomenon termed "keyed copy."

THAT keyed copy works is no longer an open question. Pepsodent, using keyed copy exclusively, entered one of the most highly competitive fields in the world. Within nine years—assisted by practically no sales force whatever—Pepsodent has topped the ranks of the world's biggest selling dentifrices, has attained from ninety-five to one hundred per cent distribution in America, and is sold in sixty-two foreign countries. Madame X Corsets, assigning their two million dollar sales department payroll exclusively to keyed copy, sold twelve million dol-

lars' worth of merchandise and won representative national distribution within one year!

The possibilities seem enormous. As yet, they are unquestionably unsounded. Is keyed copy applicable to all types of businesses? Have we here discovered a commercial revolution to solve the problems of distribution even as the industrial revolution solved the problems of production?

It is a question that might be easier answered, if we will attempt to hold keyed copy under our mental X-ray.

Keyed copy, generally speaking, is copy whose results are approximately checkable; it may embody one, or both, of two functions: (1) creative, (2) appreciative.

Keyed copy, in its creative function, recognizes the limitations of the space in the advertising page, and attempts to continue to a conclusion its sales talk with the prospect.

IN other words, it presupposes a follow-up. For purposes of convenience, we might assign the methods of contact whose effectiveness has so far been proved, as follows:

1. Merchandise on guarantee.
2. Samples or demonstrations.
3. Descriptive printed matter.
4. Good-will novelties, such as recipes, historical treatises, etc.
5. Salesmen's calls.
6. Reliable dealers' closures.

Complementing the potentially great constructive power of keyed copy's creative function is the proving power of keyed copy's appreciative function.

By identifying individual advertising factors, the comparative effectiveness of various advertising efforts may be checked for the most effective method.

Keyed copy practitioners have seen all the rules of psychology and economics apparently crumble to ignominious dust under the iron heel of results.

The figures on the pulling power of your advertising should be applied to check the efficiency of four factors:

1. Copy appeal.

[CONTINUED ON PAGE 51]

The Advantages Which The Glove Association Enjoys Through Photoplay



① Mr. and Mrs. Young are typical moving picture enthusiasts, of whom 550,000 of the *most ardent* are readers of Photoplay.



② Mrs. Young views pictures which among other things impress her with the attractiveness and advantages of wearing gloves.



③ The pages of Photoplay Magazine renew the style-forming influence of the moving picture seen in the theater.



④ The advertising of The Glove Association in Photoplay confirms Mrs. Young's impression that gloves play a part in good dress.



⑤ Mrs. Young as one of the Under Thirty Group is, of course, an especially good prospect for style merchandise.



⑥ How could Mrs. Young, with such a chain of influences brought to bear on her, fail to respond to them?

Moving Pictures DO Move

EVERY day they are moving picture audiences to new desires, different standards, progressive ideas.

Moving pictures promote the idea of *your* product to the most active market in the world—those enthusiasts who go to pictures many times a week and are constantly subjected to the idea-forming influences of the screen.

In Photoplay Magazine these impulses for possession first inspired on the screen are given rebirth. Dramatic

moments from the pictures are reproduced; personality sketches of the stars inspire a mood of emulation.

There is running through all of Photoplay, indeed, an environment of spending suggestiveness which *your* advertising can capitalize.

The screen is selling your product. It is selling it best to the *enthusiasts*.

Don't you see how you can follow through in Photoplay?

PHOTOPLAY

Predominant with the 18 to 30 Age Group

JAMES R. QUIRK, Publisher

C. W. FULLER, Advertising Manager

221 West 57th St., New York

750 N. Michigan Ave., Chicago

127 Federal St., Boston

The 8 pt. Page

by

Odds Bodkins

ALWAYS, I am tremendously interested in fresh viewpoints, flattering or otherwise. Hence the following letter from a man who is discontinuing his subscription to ADVERTISING AND SELLING appealed to me, and I think may interest you. It is from a man doing business in a little town in Vermont.

Gentlemen:

I'm going to disappoint you by discontinuing, not because the ADVERTISING AND SELLING isn't good, but because it isn't exactly for me. My little one-man business is rather good fun, and in a way brings up some of the problems that the big business has to face, and I've found a lot in the magazine interesting to me, but the peculiar problems of an Advertising Manager or a big Sales Manager aren't mine.

I have found it mighty interesting though to get in touch with men who think that selling is the chief end and aim of man's existence on this planet—actually are so warped by their job that they honestly see it that way—and I really do believe they do. I needed a year of the ADVERTISING AND SELLING or some such magazine to make me realize that it was possible. That's interesting. I've known theologians who felt that everything outside of their theories about Deity were unimportant details. I've known engineers who couldn't see much but engineering. I've known scientific investigators who were contemptuous of everything outside of a scientific fact or theory. I know medical men who see the world as a clinic, and Army men who see it as "the next war," and lawyers who are too tangled up in their technicalities even to be aware of the thing known as "justice," and some railroad men who know that after all it's all a matter of transportation, but these Publicity and Selling bugs I think take the prize. These others are at least honest in their myopia, but the Merchandisers strike me as almost consciously trying to make idiots of themselves. They strain a little at it. They seem to fancy a virtue in seeing their own job big out of proportion to what it really is.

But you're all right! You give them their say, and then some decently well balanced man a rebuttal, and you make it all interesting and rather worth while. I'm sorry to quit, because I know I'll miss you.

—8-pt—

In Walter Prichard Eaton's book, *The Actor's Heritage*, one encounters this paragraph:

"Certain actors today . . . arrest the attention when they enter the scene, and their audience is frequently one jump ahead of their spoken words, in grasping their meaning. The power to arrest the attention belongs, of course, to the actor with a strong personality, who has combined it thoroughly with his rôle; but the second ability, that of indicating to an audience your emotion ahead of the spoken word, is chiefly technical. It is a matter of facial expression more than anything else, though other factors enter. Study the acting of Frank Craven today, and you will see it

excellently illustrated. It is infrequently possessed by even the most gifted amateurs, but is the result of long and careful training."

I wonder: does not this have some application to advertising and selling as well as to acting? Might not our advertisements be more productive of results if we were to study how we might subtly convey to the reader at the first glance, and before he has dipped into the word-bath, just what it is desired that he do, and this without arousing resistance? And might not a sales technique be developed that would focus the prospect's mind on the idea of getting his name on the dotted line without arousing suspicion or antagonism?

It would seem to be a technique worth striving for, no matter at what expense of time or study or experiment, for once mastered it would give the writer or salesman possessing it the power to command results out of all proportion to the white space used or the time and energy consumed in making a sale.

—8-pt—

Every time Herman Esselen comes out to our house for Sunday supper he talks about bananas. The gist of his talk for two years has been, "Why don't banana people advertise ripe bananas? And why don't they do it in color, to show what a really ripe banana looks like?"

The Fruit Dispatch Company is doing just that now, and very effectively. They came out with color advertisements several months ago showing ripe bananas. Now they are carrying the ripe idea a step farther; they are trying the experiment of boxing ripe bananas, as illustrated here.



So far, I understand, this experiment has been confined to Boston, but if it works out well there it will probably be carried out on a big scale. One thing is sure: if a way can be found to make people eat really ripe bananas, the sale will increase by leaps and bounds. No food product has suffered so in a sales way from lack of education as to its proper use as has this famous fruit.

—8-pt—

I was interested to learn today that N. W. Ayer & Son insure the members of their organization up to the amount of the salary each receives, the policy to be cancelled automatically when they leave the agency. This is indeed a thoughtful service and should build good-will in the ranks.

—8-pt—

Last week I attended the National Electric Light Association's convention at Atlantic City and out of all the welter of words one sentence stuck in my memory and stands out above all the others. It was one of the picturesque utterances of William Allen White: "We are all service peddlers, with our packs on our backs, offering our wares to whom?—to each other."

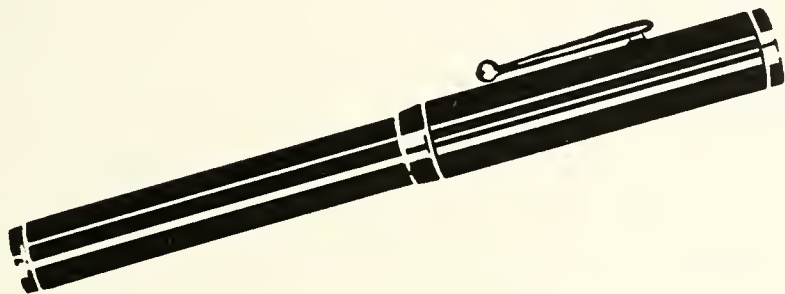
Actually there is no vague mass market. We all earn our daily bread buying and selling among ourselves. When we misrepresent, we misrepresent to our friends next door, or to the men and women we meet in our business and social activities. To each other, in short.

—8-pt—

Owen D. Young said something almost as good in referring to the growing practice of selling public utilities stock to the public:

"May I suggest to utility managers that when they are asking the public to take stock in their enterprises, that the managers themselves be careful to see to it that they take stock in the public welfare?"

How Fountain Pens Are Sold in Milwaukee---



MORE than 85% of all Greater Milwaukee fountain pen users have purchased one of the five leading makes, according to the 1926 Consumer Analysis of this market.

One hundred and twenty-four different makes of fountain pens are owned by the remaining 15% of the total users.

Each of the five leading brands: Conklin, Parker, Sheaffer, Wahl and Waterman, was advertised *exclusively* in The Milwaukee Journal during 1925.

In the rich Milwaukee-Wisconsin market the most successful advertisers in all lines concentrate in The Milwaukee Journal to reach practically all their best customers at one low rate.

During 1925 a total of 1,169 display advertisers used The Journal *exclusively*—a forceful indication of this newspaper's superior coverage and selling power.

You, too, in order to make every newspaper advertising dollar you invest in Milwaukee yield a full dollar's worth of returns, need use only *one* paper—

THE MILWAUKEE JOURNAL
W FIRST BY MERIT *W*

Let's Stop Rocking the Boat and Enjoy Our Prosperity

[CONTINUED FROM PAGE 20]

man, who was hurt not by the fall but by its sudden stop, the danger of the new habit seems to lie mostly in the possibility of its stopping.

Factory pay envelopes this April held \$10,000,000 more than last April. Sears, Roebuck and Montgomery Ward, together, have been averaging \$100,000 a day *more cash*. Fifteen chain store systems, for the first four months of 1926, report \$219,000,000 in sales—\$200,000 a day *more cash* than last year. Installment selling has certainly left its cash competitors a few odd pennies.

On the other hand, savings bank deposits increased some \$8,000,000,000 and depositors have more than doubled since 1920. Outstanding life insurance, during the same period, has increased some \$31,000,000,000. More than a thousand new stockholders have been created every business day for the past ten years, with new bondholders not so very far behind. Why shouldn't there be a generous use of credit?

The United States Government keeps in cash, roundly \$400,000,000. It owes \$20,000,000,000. This is as if you or I had \$400 and owed \$20,000. Nevertheless, so long as Secretary Mellon watches our credit, nobody will worry that you and I, as a *nation*, owe \$50 for every \$1 we own. And, so long as you and I plan expenditures within ordinary resources, and keep spare cash to meet emergencies, it's nobody's business what we buy—or how.

About \$6,500,000,000 worth of goods were sold on installment in 1925. Automobiles took a bit more than one-half. Vacuum cleaners, furniture, jewelry, phonographs, pianos, radio, washing machines, together make up at least another quarter. Because the cash first payments immediately wipe out 26 per cent of the total, and because subsequent payments flow in so promptly, the installment debt of the nation, outstanding at any one time, averages only about \$2,744,000,000.

DIVIDED into 27,000,000 homes, even this giant figure loses terror. We find each family in the United States burdened with a mortgage on the future of only about \$100 a year—\$8.33 a month—27 cents a day. Our national yearly income of \$60,000,000,000 gives the average American family something like \$2,200 a year \$185 a month—\$6.15 a day. In this light, twenty-seven cents a day doesn't seem too much for each family of the world's wealthiest nation to risk on automobiles, pianos, vacuum cleaners,

radios, washing machines and other evidences of civilization.

Suppose, however, just for one awful instant, none of these families paid. Then, at worst, *all* of us would pay indirectly, exactly as easily as we now absorb similar losses. As Mr. William R. Basset put it in an admirable article. ("In Defense of Installment Selling," ADVERTISING & SELLING, Nov. 4, 1925):

If Bill Jones, truck driver, buys a doodad and never pays for it, there is no change in the wealth of the world. Bill is richer in the ownership of one doodad, which presumably makes him happy, while you and I and a few thousand others who pay our bills are penalized in a purely money way our pro rata share of Bill's defection. The average bad debt loss throughout industry is less than a half of one per cent. That would bring the selling price of \$100 vacuum cleaner down to \$99.50—if we got the benefit of everybody suddenly taking it into their heads to pay what they owe.

Department stores today require ninety days to collect accounts. And, one out of every ten articles is returned for credit. In some Fifth Avenue establishments of notable standing it takes three sales to make two stick. Even so, Dr. Nystrom tells me that in the best department stores the bad debt loss runs as low as 25 cents for every \$100; with grocery stores nearly four times as high.

AAGAINST that, my friend, J. E. Williams of *Collier's*, an authority on the new rhythm of business, tells me that in selling automobiles—the one line of easy payment almost anybody would agree is overdone—the loss is only 22 cents for every \$100, four times better than the average grocer and at least as good as the best department stores.

President Coolidge, for one, has gone emphatically on record that the present system of buying with a *plan* of payment is far superior to the old fashioned book credit he used to see in his father's little store at Plymouth Notch. And the President's famous financial common sense is borne out by the Ayres report showing that the new "Ten-Payment-Plan" on ready-made clothes actually does liquidate debts more promptly than the time honored charge account. In fact, without further buying, the nation's entire installment debt would liquidate itself almost within a year.

Slack work and slow pay will make bad business—with or without installments. Yet, financial crises of the future may, perhaps, be mitigated or even prevented by the fact that two or three billion dollars worth of goods are safely in part-owners' hands,

sprinkled into innumerable small risks, instead of gathering dust on the dealer's shelves and filling banks with frozen credits.

In good times or bad, the nation is probably healthier with a thousand coonskin coats wintering on women's backs—a collector hot on their trail—than with the same coats carried as a cold storage asset against the bank deposits of those same thousand women. So far, in prosperity, the small regular payments have had a chance only to help smooth out seasonal peaks and valleys; in business depression, there is at least an even chance that they would avert rather than precipitate a crisis.

ON the other hand, suppose the worst does happen? A slump is bound to come some day. When things are up and get tired of going sideways, there is nowhere to go but down. Let's admit, for the sake of argument, that piled-up installment payments may bring the great loss now so enthusiastically predicted. Against that, what of the suicidal selling costs and sure, certain slaughter of prices—*right now*—our manufacturers and merchants would face to carry on *for cash* anything remotely resembling our present volume of industry?

Mr. A. R. Erskine, President of Studebaker, estimates that not more than 35 per cent of the automobiles now made could be sold except on installment terms. He believes, therefore, to abandon this accepted method would, in the automobile industry alone, cost 1,500,000 men their jobs—and their buying power. Since our American high-production manufacturers are today so completely the economic slaves of their own highly paid employees, the far reaching effects of such a move would be difficult to overestimate.

Henry Ford's youngest mechanic, for example, buys at \$25 a month, a suburban bungalow. As a national financial transaction, this is infinitesimally insignificant. But wait a moment! Five workmen, let us say, drive out to build that bungalow. Each carpenter, plasterer and plumber's helper uses the Ford he is buying at \$5 a month. Right back to Henry goes the \$25 he pays his mechanic to pay for the bungalow. So industry is intimately interwoven. One man's payroll is another's profits. And other men's profits are our prosperity.

Prosperity itself is nowise concerned that time payments run higher than if everybody bought for cash. Every

WHY NOT SELL AS YOU BUY?



FORMULA and specification are key words to a good purchasing agent. Count, compare, measure and weigh; analyze for proportions and purity; test for stress and strain, efficiency and endurance.

Whether it is textiles or coal, chemicals or steel, paper or gold, the buyer is wary and meticulous.

And across the corridor at another desk sits the seller, sending to market the goods which are the sum of all these purchases.

Does the company sell with as much pains as it buys?

Granted that there must be in salesmanship a certain daring, a swift decisiveness, a touch of scorn for detail, a greater flair for human nature than for things material. Yet the average seller will do well to take a leaf out of the big book of the average buyer.

In his own department the seller must also be the buyer of one essential commodity—advertising space.

Too often, when he is buying space, he acts as if he were still a salesman. He ought then to be as hard-headed and hard-hearted as the P. A. Salesmen deal brilliantly in hunch, prejudice, anecdote, special pleading and large round numbers. When they come to the advertising schedule, they need to forget all that and face chill facts and stiff columns of digits. For some of them the strain is too severe. The consequent errors would be funny if they were not so costly.

The mania for millions of circulation is in part a reflection of breathless space buying.

Some products require mass advertising. Merchandising history has been made by the periodicals which reach millions. But like other history, it is marred by the mishaps of those who tried blindly to follow where they should never have been led.

Great classes of goods and services should not be advertised to the mass. Others should be advertised partly to the mass and partly to the selective class. Advertisers who sell as judiciously as they buy know these axioms. It is these whose copy you see in THE QUALITY GROUP—*next to thinking matter.*

THE QUALITY GROUP

285 MADISON AVENUE, NEW YORK

THE ATLANTIC MONTHLY

THE GOLDEN BOOK MAGAZINE

HARPER'S MAGAZINE

REVIEW OF REVIEWS

SCRIBNER'S MAGAZINE

THE WORLD'S WORK

Over 700,000 Copies Sold Each Month



POUND on the desk—spill superlatives—display all the go-getterism in the bag of sales-tricks—that lands only the first order.

P-H

The repeat business—if the purchaser is a seasoned business man—depends solely on value delivered.

P-H

Powers-House doesn't add many new clients each year to its "family," but its established clients stay with it year after year.

The Powers-House Co. Advertising

HANNA BUILDING — CLEVELAND, OHIO

Marsh K. Powers, Pres.

Frank E. House, Jr., V. Pres. & Gen. Mgr.

Gordon Rieley, Sec'y

dollar paid for financing—at every step of manufacture and distribution—is, and always has been, figured into the price to the buyer. Why suddenly become squeamish about an additional charge—especially when it alone enables the consumer to assume the long procession of similar charges that precede it?

At best, the financial cycle from raw material to consumer is slow enough. So long as the manufacturer continues to make goods, the banks must finance them; and, since banks, after all, are using the people's money, why not let the people use the goods?

How the Business Angels up in Mars must laugh to see us tackle the problem exactly backwards—like a man trying to blow the water back into a fire hose, instead of cutting it off at the plug.

Our real problem, of course, is not undercapitalized buyers, but overcapitalized factories. We should be studying not how to kill the geese that eat our golden eggs, but how to insure their appetites!

STRIPPED naked of rhetoric, the situation becomes fairly simple: In the past dozen years our factories have grown ten times as fast as our population. We have had, therefore, *either* to create new buying power or slow down. We chose to create new buying power. To create new buying power, we had *either* to cut our prices or change terms. We chose to change our terms.

So the question that confronts us is not so much of cash or installment buying as of installment buying or no buying at all; not so much what to do with time payments in the future as what we would be doing now without them!

Coming prosperity—like the slowly descending cross-section of a pyramid—rests on a vastly increasing base of mass buying. The first corner of the triangular base is lower prices; the second, time payments; the third, hand-to-mouth buying. As we work ourselves safely down toward an ever broader and more substantial foundation, the less becomes our risk and the greater our opportunity.

And the sooner our credit organizations and business associations give over cooling their reluctant feet in this new Rubicon, the sooner we shall be relieved of many coy—and costly—forebodings about the future.

The action of the American Bankers' Association in refusing to sponsor a report against deferred payments is a hopeful sign. To try to stop them now because we fear what will happen when we do stop is like a man who can't swim jumping off the dock to see what would happen if he fell in. That would surely be silly. On the other hand, it is just as silly—and just as fatal—for those who know the man can't swim to stand idly by and watch others *push* him off the dock.

Could there be anything more fantastic than a whole nation of business

The Lillibridge Viewpoint

Number Two

Issued by Ray D. Lillibridge Incorporated

New York

Peter Tordenskjold Attacks with Pewter

SOMETIMES we think the reason many salesmen are not more successful in making sales is because they are furnished with too much "ammunition": too many things to give the dealer, free; too much in the way of "scenery"—elaborate portfolios, fancy thises and thats. Instead of props, these things sometimes become crutches. The salesmen depend on them rather than on themselves.

The true spirit of selling is the spirit of that plucky old Danish sea captain, Peter Tordenskjold. Attacked by a Swedish frigate, after all his crew but one had been killed and his supply of cannon balls was exhausted Peter boldly kept up the fight, firing pewter dinner-plates and mugs from his one remaining gun.

One of the pewter mugs hit the Swedish captain and killed him, and Peter sailed off triumphant!

♪ ♪ ♪

WHICH brings to mind the career of a young man by the name of Edmunds who took a job as cub salesman with a prominent New York firm six years ago. He was as green and unsophisticated as they come. He knew nothing about the Science of Selling. But he did itch to sell.

One morning he came upon the proof of a new advertisement—one of a series which was being made up into a handsome salesmen's portfolio for the city salesmen to start out with the following morning. The arguments in the advertisement impressed him. While most of the crowd hung around the office that day waiting for this promised new portfolio and the rest of the new season's "ammunition," young Edmunds slipped over to Third Avenue and

started calling on storekeepers. Before noon the beautiful proof was rather badly crumpled and bore the greasy thumb prints of numerous Third Avenue grocers. By three o'clock he was weary with tramping, but the magic of the proof led him on—up Third Avenue and down Second. By night his order book was almost a third full. . . . Last year they put Edmunds at the head of the Chicago territory with 18 men under him.

Warfare or selling . . . a pewter plate or a crumpled proof . . . it's the spirit of the attack, not the ammunition, that counts.

What Next?

MEN who like to give their minds a little rope that they may roam into the future, will enjoy the essay on "What Next in Advertising?" written by Robert R. Updegraff of our company. It is stimulating reading, and it shows how limited is the use to which advertising has been put so far. It should be of especial interest to periodical publishers.

A reprint will be sent gladly to any interested inquirer.

It Was the Third Time He Had Wanted Chicken a la King!

IN the last issue of THE VIEWPOINT we set forth the advantages of "ordering from the left." This reminded our good friend Walter Robbins of an incident that happened several years ago at the Waldorf. It seems that a certain would-be-sophisticated New York business man was entertaining an up-state man at luncheon at this famous hostelry. Desiring to impress his visitor with his importance in the metropolis, he called the head waiter to him.

"George," he said pompously, "Can't I have Chicken a la King?"

"Why certainly, Mr. Bllrrrlnn. Anything you desire you shall have."

"Well, it's almost never on the menu. I'm very fond of it and I've watched for it every day this week but—"

"Oh, the menu!" with a deprecatory shrug of the shoulders—"The menu, it merely offers a few suggestions for people who don't know how to order!"

♪ ♪ ♪

BECAUSE of our Fee-and-Budget system we are in a position to offer our clients a service not based on any "menu." They can have anything they want in the way of service, and, furthermore, we are in a better position to recommend what we believe they should have, whether our recommendations earn commissions or not.

Wisdom of Moses

WE have not read anything from the pen of Bert Moses for a long, long time, but we shall never forget this paragraph from a speech he made back in 1918 before the Advertising Club of St. Louis.

Great advertisers always possess a faith and enthusiasm that leap not from the heart—a something that seizes their souls with a passion so intense that it urges them on and on and on, as Christopher Columbus was urged when he headed his ships in the direction where the sun goes down and sailed away on an uncharted sea.

Faith and "follow-through" are two very powerful aids to successful advertising.

OF course Lord Riddle, the well known English publisher, did not have the Lillibridge "objective method" or Lillibridge "follow-through" in mind when he wrote, "No great success can be achieved without concentration of two kinds—first, concentration on the main project, and, second, concentration on its details." But he couldn't have expressed the Lillibridge philosophy better.

Fortunes in Hidden "Leaders" Waiting to be Discovered

THIS from an advertisement in the *Manchester Guardian*: "Great discoveries arise out of something which everybody has seen but only one man has noticed. The biggest fortunes are made out of the opportunity which many men had but only one man saw."

Certainly, the genesis of many an American fortune has been the "noticing" of some humble product—such as the soft stone from which Bon Ami is made, the smooth cheese which we now know as Phenix, the humble yeast cake, wheat middlings, a radiator valve—and the application of advertising to make the millions "notice" it, and buy it.

There are today, in dozens of fields, odd specialties or commonplace staples that could be lifted out of the line and used as the basis for a substantial business through the application of marketing imagination and advertising.

It would be a pleasure to us to be invited by any manufacturer, or any firm dealing in raw materials, to go over his products or manufactures to discover whether there may not be among them some unsuspected "leader" that could be developed with great profit into a business of substantial proportions.

RAY D. LILLIBRIDGE INCORPORATED

Advertising • No. 8 West 40th Street • New York

Telephone: Longacre 4000

Founded



in 1899

men, spending millions on advertising and high pressure selling, gravely debating in the public prints whether the consumer is *buying* too much?

Installment buying may do harm. Agitation against it certainly will. Abuses certainly will. End the abuses and you end agitation. Free from both agitation and abuses, installment buying will take its place alongside hand-to-mouth buying as a recognized factor in our new prosperity.

Out of present profits, future payments *must be insured*. And this insurance should be protected by a great national clearing house for installment credits.

Mushroom financing companies have no place in that picture—even as the villain. One thing nobody wants these days is a *new* middleman. Weeds grow only in neglected gardens, however. If irresponsible financial companies actually average a premium of 24 per cent for installment accommodation—as I have seen seriously claimed in print—what a magnificent opportunity for billions of call money loafing around Wall Street at 4 per cent to hire out at 10 or 12 per cent on a really patriotic job.

My friend Waldo tells me that Wanamaker's Budget charge for \$1,000 for ten months is \$13.50—less than 4 per cent a year. But even a rate this low leaves an ample market for any who can reverse it into a cash discount, and show the whole 8 per cent saving in his cash prices. Or, failing to meet easy payment competition that way, what a magnificent opportunity for local merchants to combine with their local bankers at fair prices and fair profits, in a joint operation to accommodate old customers in the new method of buying.

IF active bankers shrink from going openly, for their own profits, into this new field of public service, why doesn't some philanthropist—Rockefeller or the Carnegie estate—develop a giant Morris Plan to protect our present prosperity? When there is obviously so much honest money to be made in these good times by financing installment buying, why talk ourselves into hard times merely to demonstrate the folly of overselling and loose credits?

Lee Maxwell wrote some months ago (Quoted in *Installment Buying*, published by the Farmers' Loan and Trust Company):

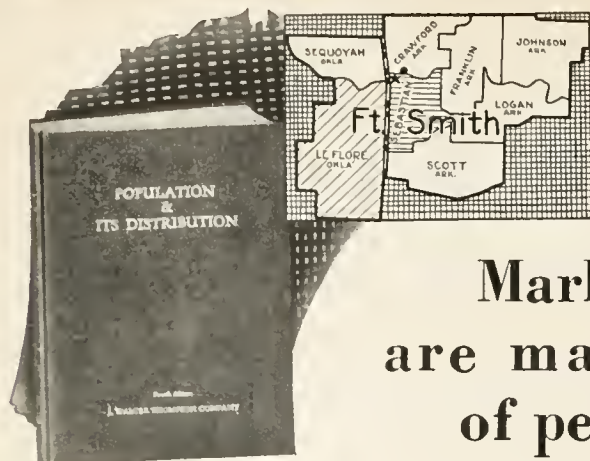
From the banking standpoint, the growth of installment buying is bringing this to pass—instead of stopping with the financing of production, it will *compel you to go further and finance consumption*. Certainly this will have some dangers; but they will, in time, be detected and overcome.

The banks may not be ready to admit that they are financing consumption. But somebody is! And since the American Bankers' Association now has all the facts, couldn't it gracefully, appropriately, and powerfully move immediately to "detect and overcome" *either* the dangers of installment selling; *or* the equal dangers of sensational agitation against it?

from 25,000
to more than 275,000
in less than five
years is the record
of our evening
Detroit Times—
from nothing to over
330,000 in six
months less time
tells the story
of the Sunday
Detroit Times—
is this progress, or
what have you?

—but

to cover Greater Detroit right, you need the two evening and two of the three Sunday newspapers—to use less is to be "pound foolish."



Markets are made up of people

This new book tells you
where these people live
where they buy . . .
how much money they can spend

WHAT are the really significant marketing facts about the 113,000,000 people of the United States? How has this market altered in the past five years?

"Population and Its Distribution" contains nearly 400 large pages of accurate up-to-the-minute statistics about markets. In its pages you will find—

1925 Population Figures

Do you know that the population of the United States has shown an increase since 1920 equal to the 1920 population of the states of Indiana and Illinois combined? That four states—New York, Pennsylvania, Ohio and California have added over a half million each? That the borough of Manhattan in New York City has decreased by 300,000—while Detroit shows a gain of 250,000?

679 Retail Shopping Areas

How far can population alone serve as an index of market possibilities? Two cities in Maine, Bangor and Lewiston, are of nearly equal population. Actually, however, Bangor's trading population is almost twice as great as that of Lewiston.

In "Population and Its Distribution" are given complete retail shopping areas for the entire country with maps and figures for each. These

areas are determined by *commercial* rather than *political* boundaries.

Income Tax Returns by Counties

How much money can people spend? Which counties in each state offer the richest sales possibilities?

In Illinois the distribution of population by counties roughly parallels income tax returns. In Alabama, however, over 82 per cent of the total number of returns came from 20 per cent of the counties.

"Population and Its Distribution" gives the number of personal income tax returns for every county in the United States—arranged for ready comparison with population figures for the same county.

* * *

In addition "Population and Its Distribution" gives the number of wholesale and retail dealers for eighteen different trades by states and cities of 25,000 and over—the number of grocery and drug chain stores in large cities and many other statistics of value in planning sales operations.

We shall be glad to send you a copy of "Population and Its Distribution" upon receipt of seven dollars and a half (\$7.50). If you wish to return the book within five days we shall refund your money. Just fill out the coupon below.

Chain Store Versus Independent Retailer

[CONTINUED FROM PAGE 34]

rapid turnover. In other words, the chain store is doing all that it can to make its distribution automatic.

We are forced to admit that the heavy purchasing power of the chain gives it at times a distinct advantage. There are, however, certain well-known nationally advertised goods which give the dealer, whether chain or independent, no greater discount on a train load than it does on 50 cases. On such goods the chain store has absolutely no advantage. But its big purchasing power does have its effect in some directions, sometimes even injuriously to the manufacturer. For instance, the chain store may say to a relatively small manufacturer of goods, "We will buy direct from you if you will cut out your broker and give us the advantage of his commission. Do that and we will buy your entire output." More than one manufacturer has been tempted to accept a proposition of this sort, only to find that once dependent upon this single outlet, that outlet turned on him and dictated the price it would pay. He could then take it or leave it, and he found himself in a fine fix either way.

THE chain store carries very few lines of goods in any one class. It doesn't want five brands of soup. Two are enough. If you are a manufacturer of soup and you get your goods handled by chain stores at your price, well and good. But I can foresee trouble for the soup manufacturer and for the manufacturer of other foods after the chains increase their power.

The chain store is not in business to demonstrate the economies of distribution, or especially to advance human welfare. It is here to make money for itself, and it will stop at no legitimate measure to accomplish that end. That is one reason why the chain store so seldom pioneers. Because it establishes itself where people are thick and often drives away the pioneer stores, it is frequently regarded as a parasite. It reaps where others have sown, and yet to class the chain store as a parasite is an unfair judgment. This matter of going where the people are is a subject that even the big department stores must sooner or later consider from a new point of view. Going where the people are does not necessarily mean where the street congestion is greatest. It means going where shopping is most convenient and comfortable.

The growth of cities and skyscraper office buildings and the marvelous multiplication of motor cars have combined to give downtown merchants a problem that has absolutely no precedent. For many years it has been

J. Walter Thompson Company, Dept. 1

244 Madison Avenue, New York City

I enclose \$7.50 for "Population and Its Distribution."

Name _____

Address _____



WESTVACO INDEX BRISTOL

A NATURAL DEVOTION TO DETAIL IS CHARACTERISTIC OF THE ARTIST. THE WESTVACO PAPER-MAKERS LIKEWISE HAVE A KEEN EYE FOR DETAIL IN CONTINUOUSLY PRODUCING WESTVACO INDEX BRISTOL OF CONSTANT UNIFORMITY IN QUALITY AND VALUE

The Mill Price List

Yellow Enamel
Marquett Enamel
Starling Enamel
Tiebout Enamel
Westvaco Folding Enamel
Binnacle Extra Strong
Embossing Enamel
Westvaco Ideal Litho
Westvaco Satin White
Translucent
*With a Colored Back Card
Clear Spring Super
Clear Spring English Finish
Clear Spring Text
Westvaco Super
Westvaco 21F
Westvaco Eggshell
Minero Bond
Origo Writing
Westvaco Mimeograph
Westvaco Index Bristol
Westvaco Post Card



GFT

Design by GEORGE F. TRINHOLM

See reverse side for list of WESTVACO DISTRIBUTORS

The Mill Price List

Distributors of

Westvaco Mill Brand Papers

THE CHATFIELD & WOODS CO.	20 W. Glenn Street, <i>Atlanta, Ga.</i>
THE ARNOLD-ROBERTS CO.	<i>Augusta, Me.</i>
BRADLEY-REESE CO.	308 W. Pratt Street, <i>Baltimore, Md.</i>
GRAHAM PAPER CO.	1726 Avenue B, <i>Birmingham, Ala.</i>
THE ARNOLD-ROBERTS CO.	180 Congress Street, <i>Boston, Mass.</i>
THE UNION PAPER & TWINE CO.	Larkin Terminal Building, <i>Buffalo, N.Y.</i>
BRADNER SMITH & CO.	333 S. Desplaines Street, <i>Chicago, Ill.</i>
WEST VIRGINIA PULP & PAPER CO.	732 Sherman Street, <i>Chicago, Ill.</i>
THE CHATFIELD & WOODS CO.	3rd, Plum & Pearl Sts., <i>Cincinnati, O.</i>
THE UNION PAPER & TWINE CO.,	116-128 St. Clair Ave., N.W., <i>Cleveland, O.</i>
GRAHAM PAPER CO.	421 Lacy Street, <i>Dallas, Texas</i>
CARPENTER PAPER CO. OF IOWA,	106-112 Seventh St. Viaduct, <i>Des Moines, Ia.</i>
THE UNION PAPER & TWINE CO.	551 E. Fort Street, <i>Detroit, Mich.</i>
GRAHAM PAPER CO.	201 Anthony Street, <i>El Paso, Texas</i>
GRAHAM PAPER CO.	<i>Houston, Texas</i>
GRAHAM PAPER CO.	6th & Broadway, <i>Kansas City, Mo.</i>
THE E. A. BOUER CO.	175-185 Hanover Street, <i>Milwaukee, Wis.</i>
GRAHAM PAPER CO.,	607 Washington Avenue, South, <i>Minneapolis, Minn.</i>
GRAHAM PAPER CO.	222 Second Avenue, N., <i>Nashville, Tenn.</i>
THE ARNOLD-ROBERTS CO.	511 Chapel Street, <i>New Haven, Conn.</i>
GRAHAM PAPER CO.,	S. Peters, Gravier & Fulton Streets, <i>New Orleans, La.</i>
BEEKMAN PAPER AND CARD CO., INC.,	137-141 Varick Street, <i>New York, N.Y.</i>
WEST VIRGINIA PULP & PAPER CO.	200 Fifth Avenue, <i>New York, N. Y.</i>
CARPENTER PAPER CO.	9th & Harney Streets, <i>Omaha, Neb.</i>
LINDSAY BROS., INC.	419 S. Front Street, <i>Philadelphia, Pa.</i>
THE CHATFIELD & WOODS CO.	2nd & Liberty Avenues, <i>Pittsburgh, Pa.</i>
THE ARNOLD-ROBERTS CO.	86 Weybosset Street, <i>Providence, R. I.</i>
RICHMOND PAPER CO., INC.	201 Governor Street, <i>Richmond, Va.</i>
THE UNION PAPER & TWINE CO.	<i>Rochester, N. Y.</i>
GRAHAM PAPER CO.	1014 Spruce Street, <i>St. Louis, Mo.</i>
GRAHAM PAPER CO.	16 East 4th Street, <i>St. Paul, Minn.</i>
WEST VIRGINIA PULP & PAPER CO.	503 Market St., <i>San Francisco, Cal.</i>
R. P. ANDREWS PAPER CO.	704 1st Street, S. E., <i>Washington, D. C.</i>
R. P. ANDREWS PAPER CO.	<i>York, Pa.</i>

Manufactured by

West Virginia Pulp & Paper Company

taken for granted that the store located where the crowds are thickest has the best possible chance to draw customers. This is still true as to cigars, cigarettes, drugs and other small commodities known as convenience goods. But having found that crowds do not necessarily mean sales, grocery stores have left the downtown crowds in order to be nearer their customers—i.e., the homes of consumers. The crowds that pass by on the sidewalks begin to mean less and less for department stores and specialty shops—less and less in profit. It is a question to these stores if congested streets and sidewalks are not a positive drawback and menace.

Considering the gradual process of the decentralization of cities, the chain store is not to be blamed for locating its units where they are most easily accessible. If the entrance of a chain store into a neighborhood drives out a pioneer store, the merchant thus driven out will have himself chiefly to blame. We have reached a point in distribution where pioneership means nothing. The fact that John Jones was the first grocer in the neighborhood is no proof that John Jones will survive competition. The fact that a department store is well established in a city is no sign that it has not already begun to die. Methods heretofore successful may be futile tomorrow and worthless.

What Is This Keyed Copy?

[CONTINUED FROM PAGE 40]

2. Campaign plan.
3. Media value.
4. Product marketability.

Error in the entrepreneur's judgment of any one of these factors can result in bankruptcy. Conversely, I have known revision of just one to result in merchandising success almost overnight where failure had appeared to be imminent.

It is apparent that the subject of keyed copy is an enormous one, that its possibilities have hardly been touched. Every day, keyed copy advertisers are discovering new information. Every year, their campaigns are becoming more effective. Many concerns are carrying on great businesses today at advertising and selling costs undreamed of a few years ago. What the limit may be is but a matter for conjecture—and untiring concentration on experiment.

It is interesting to note, however, the return of many keyed copy advertisers to the "admonitional" technique. Perhaps the years will prove that advertising's definition has been but a sort of prodigal son, wandering for a time afield, to taste the sweets of fictional romance, and returning unostentatiously, but at last, morally impregnable.

In furtherance of our policy to give Needlecraft's more than 1,000,000 readers the latest and most authoritative information pertaining to needlework and all forms of handicraft, Miss Ethel M. McCunn, Associate Editor and one of America's noted designers, will spend several months in the needlework centers of Europe.

Her articles, which will appear exclusively in Needlecraft Magazine, will start in the September issue.

ROBERT B. JOHNSTON,
Advertising Manager

Fill in, tear out and mail this coupon



Member A. B. C.

Robert B. Johnston, *Advertising Manager*
Needlecraft Magazine
285 Madison Ave., New York, N. Y.

Send complete analysis of Needlecraft Magazine's circulation of 1,000,000 and reason why it can increase the sale of

Name of firm.....

Individual.....

Address

The 11,000
Readers of
Nugents
The Farmer Weekly
are
Merchants
who supply
Women
Misses
and
Children
with all the
Ready-to-Wear
Garments
they buy in
Spring
Summer
Fall
Winter

These merchants — the best in nearly 3,000 cities and towns throughout the country—are the backbone of the Retail Ready-to-Wear trade. They buy millions of dollars worth of merchandise at wholesale annually.

NUGENTS is their Business Paper. In NUGENTS is where they will see and read the advertising of your client who makes ready-to-wear and sells to the retail trade.

Published by
THE ALLEN BUSINESS PAPERS, Inc.
1225 Broadway, New York
Lackawanna 9150

There Is a Future for the Farmer Market

[CONTINUED FROM PAGE 28]

he is obliged to cultivate wider business knowledge and a new business sense; under this keen world-wide competition to pay strict attention to the capacity of his soil, scientific methods for securing high quality of products, the demands of the market, both home and foreign, and, last but not least, the cost of production.

The farmer, then, is prepared by the ways of living he has adopted, by his farming methods, and by his business training, to be a good customer. If he has given disappointment, it is because the tide of prices has set against him. It is because he cannot buy with his produce the same quantity of commodities that he could buy before and during the war.

WE all know about the acute agricultural depression which began in 1920. Agriculture is now beginning to recover from it but has not yet completely recovered. The explanation of the depression is contained in the index of prices, 1910 to 1925. You cannot tell whether \$1 or \$2 a bushel is a good price for wheat or \$2.50 a hundred a good price for milk until you can determine what quantity of commodities wheat or milk at those prices will purchase. For example, in Ontario in 1914 a hayloader could be purchased with 3½ tons of hay. In 1921, 8 tons of hay were demanded by the manufacturer for the same hayloader. In 1914 a seed-drill could be purchased for 166 bushels of oats; in 1921 the same implement exchanged for 416 bushels of oats. A recent writer in the *North American Review* makes these interesting comparisons: "It would take all the yearly income from a 200 acre wheat field, taking average acre production and present quotations on wheat as a basis, to equal the annual income of a plumber in New York City, allowing him only 250 days' work and 115 days of idle time between jobs. A farmer who derived his income from growing oats would have to sell the annual product from a 300 acre farm before he could get enough money in hand to equal the income of a paper-hanger employed in any one of our large cities."

From 1910 to 1915 prices kept pretty steadily at a level and the farmer's purchasing power remained nearly constant. In 1916 all prices began skyrocketing. From 1917 to 1920 the price of grain held at an abnormally high level, much above butter or meat, fruit or vegetables. The stock-yards of Kansas City prove that Kansas had developed into a hog-raising and cattle-raising state. During this period of

high grain prices the farms of Kansas were converted into wheat farms, and this account is given by one of the newspapers of that prosperous period of great inflation between 1917 and 1920:

"Right in the heart of the old 'cow country' farmers flivver to town to buy their beefsteak. Many of them rely on the village market for bacon, ham, poultry and eggs. It is no uncommon sight to see them buying corn and tomatoes in cans, while as for milk, one wholesale grocery company has estimated that in the Arkansas valley between Hutchinson and Pueblo, at least 100,000 gallons of condensed milk are used a year, the farmer being the chief buyer."

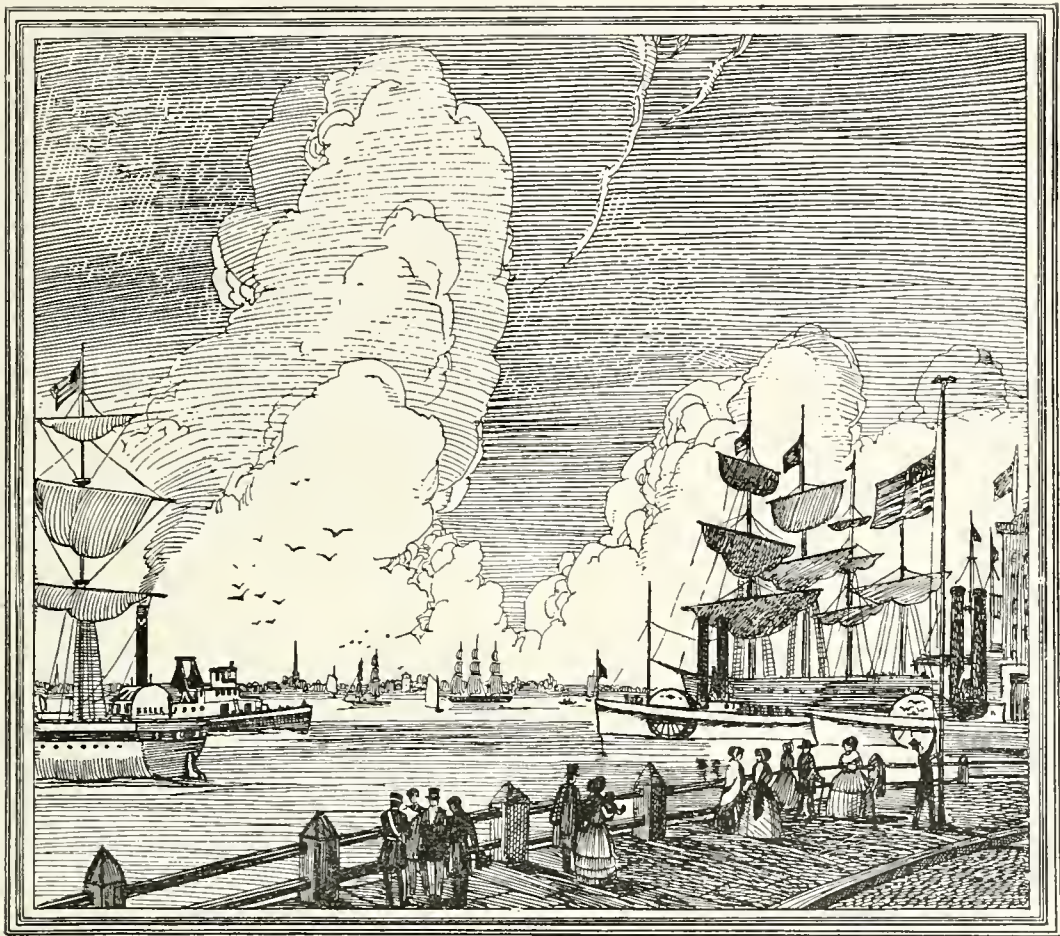
Then in 1920 all prices took a dizzy nose-dive. Agricultural prices fell faster and farther than non-agricultural and grain prices most of all, until in 1922 grain was at the bottom of the list, with meat animals a close second. The corn belt, the wheat states, the hog raising and cattle raising states—Kansas and Illinois and Iowa, Nebraska, Dakota and Montana, are still suffering from the effects of those years of inflation when land prices soared in sympathy with grain prices, when credit was buoyant and money plentiful. And these are among the richest, naturally, of the agricultural states.

THE recovery of the farmer market will depend in large measure upon the restoration of their former purchasing power to the farmers of these great states, and enough has been said to show that it will be a good market when prosperity returns to the farmer. The delay in the return of prosperity to agriculture is due not to poor crops, but to poor market conditions. The farmers of Canada and the United States have been trying to improve marketing conditions by cooperative marketing.

There are 12,000 active business farmers' associations in the United States and of these 8000 have been formed since 1915. G. H. Powell, late general manager of the California Fruit Exchange, in his bulletin on the "Fundamentals of Cooperative Marketing" says:

"The cooperative marketing system is the most important factor in insuring a fair price to the farmer. . . . It is in the public interest and most vital to the restoration and stability of American agriculture, that cooperative marketing shall be encouraged and assisted by the government and the public generally."

"To rise above mediocrity ~ requires enthusiasm and a determination not to be satisfied with anything short of one's ideals." ~R.R.Updegraff



Reproduced from a drawing made for the Moran Towing and Transportation Company. Courtesy of Groesbeck—Hearn, Inc.

*I*N this age of mechanical perfection almost all engravings are, from a mechanical standpoint, very nearly perfect. But if they are to retain all the movement and spirit of the original they must be something more than that. Our engraving transcends the merely mechanical and assures a reproduction in which is incorporated every little nuance of expression and feeling that gives life to the original. If your present engraving has only mechanical perfection we will be pleased to place ourselves on trial.

The **EMPIRE STATE ENGRAVING COMPANY**
 ~ 165-167 William Street, New York ~

"As I
see
them"



by

Edward K. Strong, Jr.

How the "hard-boiled" among advertising and sales people do like to sniff at the word "psychology"! They forget that the word means nothing more than "the science of the human mind or soul and its activities and capacities."

One of the truest things ever said of selling is that "Sales are made in the mind of the prospective purchaser." No matter what advertising is read and no matter what the salesman may say and do, the sale doesn't just happen until the mind of Mr. Prospective Purchaser or Mrs. Prospective Purchaser moves in the right channel and arrives at a conclusion.

You who read this may hold that no one knows all there is to be known about the science of the mind. For that matter, we don't know all there is to be known about the science of anything else. Some wonderful contributions about the science of the mind are being made, and one of these is the volume *Psychology of Selling and Advertising*, by Edward K. Strong, Jr., Professor of Psychology in Leland Stanford University.

Many of us know Strong for his activities among the advertising clubs of the East. He has had opportunity to test a great many of his formulae in the real laboratory of advertising practice.

Strong, like a true teacher, goes into the origin of man's native social wants. He passes over some of the principles and formulae that advertising men are inclined to announce or analyze glibly. He analyzes and clarifies attention, association, memory, motivation, and a dozen other basic topics.

Advertising and selling are admirably coordinated in this volume. Strong, instead of using brief examples, has laid down in great detail a number of interesting practical studies, giving the exact language used in attempting or making sales. His interesting analyses of sales transactions form a distinctive feature of the volume.

Strong goes deeply into the elements of sales strategy and the factors of customer satisfaction. The crucial test for most salesmen is prospecting work. Strong shows how an accurate analysis of each undertaking will enable the sales manager or the salesman to solve largely the problem of prospecting, of laying out the canvass, opening the interview and presenting the proposition effectively.

—S. R. H.

Free Examination Coupon

McGraw-Hill Book Co., Inc.
370 Seventh Avenue, New York

Send me for 10 days' free examination:

.. Strong's *Psychology of Selling and Advertising*, \$4.00.

I agree to return the book, postpaid, in 10 days or to remit for it.

Name

Home Address

City

State

Position

Name of Company

This column is advertising space of
the McGraw-Hill Book Co., Inc.

Store Salespeople Are Your Salespeople

[CONTINUED FROM PAGE 36]

illustrations, but also carries in its columns at least twice as much matter about store life and good salesmanship as it carries about the manufacturer's own goods.

Merchandise literature which really possesses enough human interest to command the attention and reading of salespeople is extremely rare. I cannot recall a single piece that has ever gone through my hands, in all the scores of tons that my stores have distributed, that deserved to be called good as a sales help for employees.

MERCHANTS everywhere are hungry for such help. They pay large sums to our organization, and to others, to buy the kind of thing that might be supplied by manufacturers to stimulate the sale of their goods. Then, if this literature were written by specialists in selling, who understood store problems as well as salespeople's nature, the salespeople's interest could be secured and the goods would be remembered and constantly offered for sale.

Just at this point seven hundred and sixty-two manufacturers' representatives will rise in their chairs and say: "Huh! What does this bird think we are?"

Of course, this picture does look so fine that one naturally assumes that it must require a lot of time, energy and money.

But it wouldn't cost a tenth of the money that is lost by failing to secure the added sales volume that this extension sales work would win. Just do a little figuring.

How many store salespeople are now employed at counters where your product is sold? Divide that number by one thousand and multiply the result by ten dollars—or twenty—according to your taste in printed matter. Add to this sum the cost of the creation of the plan and copy. This will show that you need invest only two to three cents in each salesperson selling your product, for each time that you send a special message.

You can readily figure how much your district inspectors and the salesmanager for this campaign will cost. Twenty thousand dollars a year might secure four or five district inspectors and a sales manager.

This is not a campaign that you must buy for the whole United States, Canada and South Africa at the first bite. It would best be tried out in just one district, with just one man—the prospective salesmanager—who would educate himself by being the first district inspector. He would work in a repre-

sentative district and develop the whole plan at every point. Then, in three to six months, the results of the plan could be measured.

Such a try-out campaign might be worked for about five thousand dollars, plus the cost of the detailed plan and copy. A rather small investment for an adventure into doubling or multiplying the concern's sales volume!

But the sure way to make a total loss of such a campaign would be to print a hundred thousand of the same circulars and pack them in shipping cases in the hope that the salespeople might get them. In the first place they wouldn't get them and in the second place, not two of them would get read. For they wouldn't be printed in their language; the story wouldn't be about how to satisfy a human desire or necessity; it would be about some great factory or why the gypsum came from Norway instead of South Carolina.

THE suggestion here is not only the most powerful method of increasing sales volume, but also the cheapest way to win a big increase without resorting to destructive tactics.

These are the elements of the plan:

1. A salesmanager for the salespeople who sell the firm's products in retail stores. He is to create the plan, its personnel and literature—developing the first experimental district himself.

2. A group of district inspectors, who should be trained retail people, understanding store problems and store people, and capable of giving constructive and stimulating talks.

3. Store life literature, containing sales talks that will be helpful as well as humanly interesting to salespeople, and will be about general store activities, in which will be printed the manufacturer's message, giving full information, in romantic style, about the product, its uses, and how to sell it most easily and thoroughly. This literature is to be issued periodically. Each batch of it is sent to the designated store executive with complete instructions about its distribution.

The first activity of all, in even discussing such a campaign as this, is to accept the theory that the entire responsibility for getting goods sold to the ultimate consumer must always remain with the manufacturer, if he wishes to secure the supreme volume and not wear out the life of his entire organization waiting for unsold stocks to move out of stores of their own accord.

Irene H. Burnham



The inspirational side of home-making is the subject of a series of articles by Irene H. Burnham running every month in People's Home Journal.

Mrs. Burnham is Chairman of the Division of Home-Making, in the department of the American Home, General Federation of Women's Clubs.

Mrs. Burnham's articles are receiving favorable comment among local Club Secretaries and in many instances they are distributed by them among the local club members.

This series is a part of the well-rounded editorial service program that appeals so strongly to over a million alert Home-Mothers.

PEOPLE'S HOME JOURNAL

"I really enjoyed Irene H. Burnham's articles on Home-Making—this question is important."

*Mrs. Verna Kizziar,
Kingston, Okla.*

"One of the articles that I liked very much, one that reaches and touches the heart, is Mrs. Burnham's article 'The True Scope of Home-Making'—it is fine."

*Mrs. K. S. Bonner,
Little Rock, Ark.*

"'The True Scope of Home-Making' covers one of the vital questions confronting the American people at the present time."

*Dale Wayne Hardin,
Peoria, Ill.*

"The article on Home-Making by Irene H. Burnham is worth the price of the magazine. It is beautiful."

*Mrs. F. F. Woods,
Ontario, Calif.*

"Your household department is fine and I am sure, we, your family, will enjoy Irene Burnham."

*Mrs. C. E. Wilcox,
Okmulgee, Okla.*



THE OPEN FORUM

WHEREIN INDIVIDUAL VIEWS
ARE FRANKLY EXPRESSED



What Publication Solicitors?

I HAVE heard any number of publication solicitors tear big holes in the lambasting sermon that Harlew P. Roberts delivered to advertising representatives in general in his article, "Are Publication Solicitors Guilty of Lazy Selling?" which appeared in the May 5 issue of *ADVERTISING & SELLING*.

I do not believe that, as a class, such men can be accused of lazy selling methods. Competition will not permit it. No solicitor, in this age of fighting for business, can expect to hold his job without getting out and working at it for all he is worth.

Naturally, they waste time "cooling their heels" in reception rooms. Courtesy demands that they await their turns. No solicitor can expect to be popular by gate-crashing methods. His story must be told to advertising managers and agency men who will benefit by hearing it. And he must report back to his publisher just as the Peppodent salesman must make his daily reports on the trade he is calling upon.

Advertising managers who refuse to see such representatives and to hear their stories are losing opportunities to improve their advertising, to save money for their firms and to keep informed on the important changes which are constantly taking place in publication figures. Solicitors perform a most valuable service in this particular, and few of them tear down without being constructive.

CHALMERS L. PANCOAST,
Vice-President

Charles C. Green Advertising
Agency, Inc., New York.

The Great Thought of the Year

I THINK Robert R. Updegraff's idea of getting rid of the middle-sized types is the one great thought of the year. It is compromise—confusion in the advertiser's mind's as to whether he is doing direct selling or general publicity—that results in the attempt to do everything that does nothing.

KENNETH GOODE.

P. F. Collier & Sons, New York.

Advanced Thinking Required

MR. UPDEGRAFF'S article on "The New American Tempo" in the May 5 issue of *ADVERTISING & SELLING* should awaken a new interest on an important subject. In a fast changing business and industrial world,

new ideas and advanced thinking are required. We are in the midst of changes, many of which, unquestionably, foretell a more widely different future than most people appreciate. Mr. Updegraff's article will start some discussion, but it will be helpful. The new America, after all, is the outgrowth of the old. We have followed traditions without sacrificing principles.

FREDERICK B. PATTERSON

President

The National Cash Register Co.,
Dayton, Ohio

Live with Your Subject

ODDS BODKINS' remarks about Bobbink & Atkins' catalogue "Roses" are the more kindly received because they bear out a theory which we here have had for some time: That, in order to write good copy, it is necessary to live with the thing about which you are writing, for a long time.

Mr. G. A. Stevens, of this office, who was responsible for the copy, also has charge of the trial gardens which we maintain as a supplement to the horticultural printing which we do here, so that he has lived with, and had an opportunity to "love," a great many of the roses about which he has written.

Is there not, perhaps, a thought there for other men who daily prepare the words which fill our advertising pages? Does not "truth in advertising," after all, come as a result of living with and knowing truly the subject about which one is writing?

JOHN CARDEN

J. Horace McFarland Co.,
Harrisburg, Pa.

This Extraordinary Age

THE New American Tempo" which Mr. Updegraff describes so ably in a recent number of *ADVERTISING & SELLING* is simply a reflection of the extraordinary age in which we are living, an age characterized by imagination and boldness. One day an aeroplane flies over the North Pole and two days later a giant dirigible does the same thing. And what is equally marvelous is that we have complete details in our morning newspapers. Recall the experiences of Peary.

Happily the Americans are a discontented people. They constantly seek improvement. They love new things. They hardly have the radio when they start to talk about the broadcasting of motion pictures. They

have motion pictures in their homes and electrical refrigeration in their kitchens.

Expressing a time-worn expression, "times do change" and the business man who fails to comprehend that simple fact may find himself in difficulty.

The business man of today must be bold and he must have imagination. There is still plenty of opportunity for the inventor and the pioneer.

I think we should be glad there is a "new American tempo." It has made this a better place in which to live and to raise a family. Impatience with imperfection and incompetence is to be desired.

W. P. CHRYSLER, *Chairman of the Board*, Chrysler Corporation.
New York.

Boosting the Death Rate Among Morons

THE other day I came across a small insertion in one of our well-known humorous publications which struck me as not only misleading but positively dangerous advertising. On the right side a hand aims an automatic pistol (it might be mistaken at first glance for a Colt .25) at the headline, which shouts "Hands Up!" Further investigation reveals that the price of the article is \$1.79 and that it is not an automatic at all but merely one of these "trick" cigarette cases.

Harmlessly misleading, perhaps; designated to catch the "suckers." But how about the copy? "Protect yourself against held-up, rowdies, etc. . . . Looks exactly like the real thing . . . Lots of fun scaring your friends, and a great protector." (Nice use of English in that last sentence!)

I wonder what the naïve, if not vicious, writer of this copy thinks hold-up men are. Has he any conception of the very pertinent reason underlying the terse command to "Stick 'em up!"? To resist armed hold-up, even when carrying a real weapon fully loaded, is to take the short end of a gamble with sudden death; to do so with a cigarette case is little short of insane; to encourage the latter move among fools who know no better is little short of criminal.

Suicide among mental lightweights may be altogether desirable, but to encourage it is not the duty of advertising—at least not with our code of ethics in its present state.

HOWARD C. MARTIN,
Rochester, N. Y.

\$6 a line

effective Jan. 1, 1927

To keep pace with the growing circulation of *Better Homes and Gardens*, the line rate will be increased from \$5 to \$6, effective Jan. 1, 1927.

The new rate is based on a circulation of 850,000.

BETTER HOMES *and* GARDENS

E. T. MEREDITH, PUBLISHER

DES MOINES, IOWA

"Get the Demand— We'll Push Your Goods"

That's Every Dealer's Story—
The Reason Reaching the Consumer
Is the Big Point in Advertising

You tell the millions—They'll tell the dealer

THE more carefully men analyze advertising, the more they find Mrs. O'Grady and the Colonel's Lady the real buyers for the merchants of the country.

They tell every department store, chain store, every corner merchant what to buy. Dealers buy for their customers, not for themselves. Jobbers buy what the "trade" tells them to buy. Sales sheets start with the consumer.

Thus, to pay out, advertising must sway the millions. *For consumer demand, as all records prove, is the only traceable source of dealer demand.*

Trade marks whose value is rated in countless millions are founded on consumer demand. National advertising to return maximum profit must aim first for that end. Modern advertising



is predicated on that simple proposition.

Thus men who advertise for profit today ask one question above all others: "Will my ads be seen and be read by the millions?" For thus alone can dealer sales be multiplied.

That is why LIBERTY, offering four unique advantages in winning maximum consumer influence in the weekly field has become an advertising sensation.

1 "LIBERTY Meets the Wife, Too"

85% of all advertisable products are influenced by women in their sale. Few advertisers today can afford to overlook "the wife" in the costly weekly field. 45% of LIBERTY's readers are women. Every issue appeals alike to men and women because of LIBERTY's unique

"No Buried Ads"

policy of editing to both. That means a 100% reading in the home. Because LIBERTY appeals to the whole family its reading is multiplied.

not sent to these readers wrapped up—unlooked for. They buy it, bring it home, read it of their own will. That means a circulation that is *responsive* because it is 100% interested in LIBERTY.

For those reasons results among the most remarkable in advertising are being attained for scores of America's leading advertisers.

Results that achieve a reduction in inquiry costs of 40% and more. That are multiplying dealer sales. That are activating sales organizations, dormant to costly campaigns in less forceful publications, to respond to a man, almost overnight, to advertising in this amazing weekly.

If your problem in advertising is reaching the consumer, these facts will impress you.

Because of them inquiry costs in LIBERTY are being reduced as high as 75% and more. Dealer sales are being multiplied because of tremendous consumer influence. Scores of the most successful advertisers in America will tell you this.

2 "No Buried Ads"

Every ad in LIBERTY is printed at or near the beginning of a fiction or editorial feature. That's due to a unique type of make-up which no other publication employs. Thinking men don't ask "Will my ad be read?" when that ad is booked for LIBERTY.

3 Minimum Circulation Waste

78% of LIBERTY's total circulation is in the districts which return 74% of the total taxable incomes of the country, 48% of the total motor-car registration, and in which by far the great majority of advertised products are sold.

4 99% Newsdealer Circulation

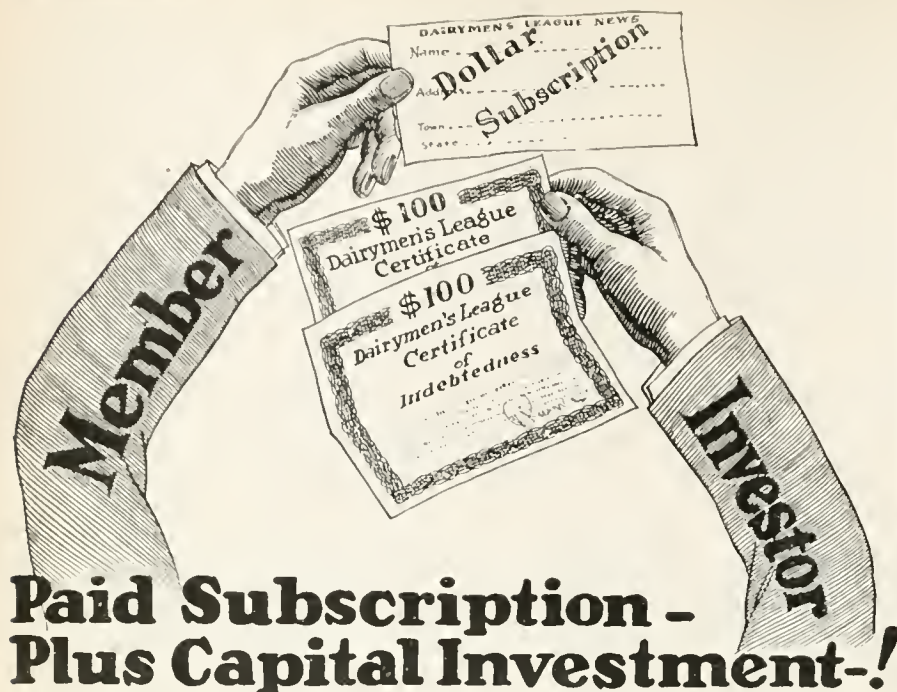
LIBERTY has a net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. LIBERTY is

78%
Circulation
in
Big Buying
Centers
Only

99%
Newsdealer
Circulation

5c Liberty
A Weekly for the Whole Family

A net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. Page rate, \$3,000. Rate per page per thousand, \$2.72. The cost of LIBERTY is lower per thousand circulation—back cover excepted—than any other publication in the weekly field.



Paid Subscription - Plus Capital Investment-!

The Subscribers to the Dairyman's League News pay the full subscription price without premiums or other special inducements. In addition, they have shown their faith in the Dairyman's League through a capital investment averaging about \$200.00 each.

Their most important product, milk, is marketed through the League and all necessary market information is contained in the Dairyman's League News. Like other business men, these dairymen read the news which vitally concerns their business and its success.

The percentage of renewals runs extremely high with the Dairyman's League News, being well over 90%. This gives your advertising cumulative force. One advertiser remarked:

"We have used the Dairyman's League News for three years, and every year the returns from this magazine have been more profitable than the previous year."

The readers of the Dairyman's League are grouped within a well-defined territory, known as "The New York City Milk Shed." This territory can be intensively worked at minimum expense.

Many advertisers are now covering this prosperous farming region very economically and efficiently by designating the Dairyman's League News, along with one other general farm paper.

A request will bring Sample Copy and Rate Card

Dairy farms of this area supply New York City with fluid milk.



DAIRYMAN'S League NEWS

New York
120 West 42nd Street
W. A. Schreyer, Bus. Mgr.
Phone Wisconsin 6081

Chicago
10 S. La Salle Street
John D. Ross
Phone State 3652

The Fourth Edition of "Population and Its Distribution" Out

THE new and fourth edition of "Population and Its Distribution" has just been published by the J. Walter Thompson Company, New York. Larger and more detailed than any of the preceding issues, it presents new statistical data based on the mid-census estimate of July 1, 1925, which places the population of the United States at 113,000,000.

What are the really significant marketing facts about the 113,000,000 people; where they live; how much money they can spend; and where they do their buying are questions that face every student of marketing problems. The facts are not easy to obtain; the sources of information are scattered, often difficult to locate. Here, in "Population and Its Distribution," are assembled in convenient form for the use of sales managers and advertising men accurate statistical data never before published in book form. One map reproduced in the book brings out, for example, the striking fact that over 83 per cent of the taxable personal income is reported from nineteen States. The other thirty States, with less than 17 per cent of the incomes, are obviously not on the same footing in sales plans.

The material in the volume reporting income tax returns by counties is designed to be helpful in determining the purchasing power of the market for products of more than nominal value, as compared with the population. For example, in Illinois the distributions of population by counties roughly parallels income tax returns. In Alabama, however, over 82 per cent of the total number of returns came from 20 per cent of the counties. This breakdown of income tax returns serves as a valuable index of buying power. It makes possible the concentration of the efforts of a sales force in the sections of the market that offer the richest possibilities.

That population alone does not serve as an index of market possibilities; the real strength of the chain stores and the figures concerning them; how many retail and grocery stores there are in each State and large city, are samples of the varied and indispensable pieces of information which this invaluable volume has to offer.

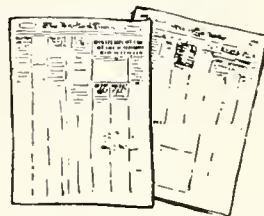
Technical Publicity Association of New York

Announces the election of the following officers: President—Allan Brown, The Bakelite Corporation; first vice-president—R. W. Bacon, U. T. Hungerford Brass & Copper Company; second vice-president—T. H. Bissell, International Nickel Company; secretary-treasurer—Howard S. Bunn, Union Carbide & Carbon Corporation.

The *d*^{ouble-d}ollar

YOUR advertising dollar doesn't buy a very large portion of an old style newspaper page

*like
this:*



But invested in the small News page *like
this:*

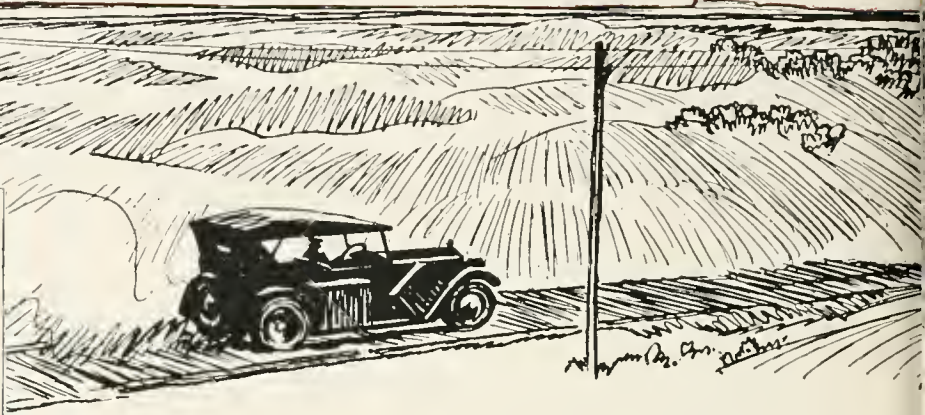


it not only buys twice as large a part of the page but more circulation per dollar than it possibly can in any other New York newspaper. *Plus* visibility, *plus* reader attention, *plus* effectiveness, and a *plus* circulation—the Marvelous Million of the News*, daily and Sunday. Cut advertising costs with the News. Get the facts!

THE  NEWS
New York's Picture Newspaper

Tribune Tower, Chicago 25 PARK PLACE, NEW YORK

*APRIL CIRCULATION AVERAGES: DAILY, 1,071,176; SUNDAY, 1,275,698



Blazing a Trail

Across a hundred miles of desert

~following the winding trail along wind-swept sand dunes~over contour roads~

Puffed and chugged an automobile

The McGraw-Hill Publications

MINING
ENGINEERING & MINING JOURNAL-PRESS
COAL AGE

ELECTRICAL
ELECTRICAL WORLD JOURNAL OF ELECTRICITY
ELECTRICAL MERCHANDISING

INDUSTRIAL
AMERICAN MACHINIST INDUSTRIAL ENGINEER
CHEMICAL & METALLURGICAL ENGINEERING
POWER

CONSTRUCTION & CIVIL ENGINEERING
ENGINEERING NEWS-RECORD
SUCCESSFUL METHODS

TRANSPORTATION
ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION

RADIO
RADIO RETAILING

OVERSEAS
INGENIERIA INTERNACIONAL
AMERICAN MACHINIST
(European Edition)

CATALOGS & DIRECTORIES
ELECTRICAL TRADE CATALOG RADIO TRADE CATALOG
KEYSTONE CATALOG KEYSTONE CATALOG
(Coal Edition) (Metal-Quarry Edition)
COAL CATALOG COAL FIELD DIRECTORY
ELECTRIC RAILWAY DIRECTORY
CENTRAL STATION DIRECTORY
ANALYSIS OF METALLIC AND NON-METALLIC MINING,
QUARRYING AND CEMENT INDUSTRIES



T was taking a McGraw-Hill field man across the Yuma Desert to the only spot in Arizona at which there was a generating station, with as much as 1000 kw. capacity, where a McGraw-Hill Publication was not received and read.

He got his man and hack came the laconic report, "Pull that red tack off the map!" And out it came.

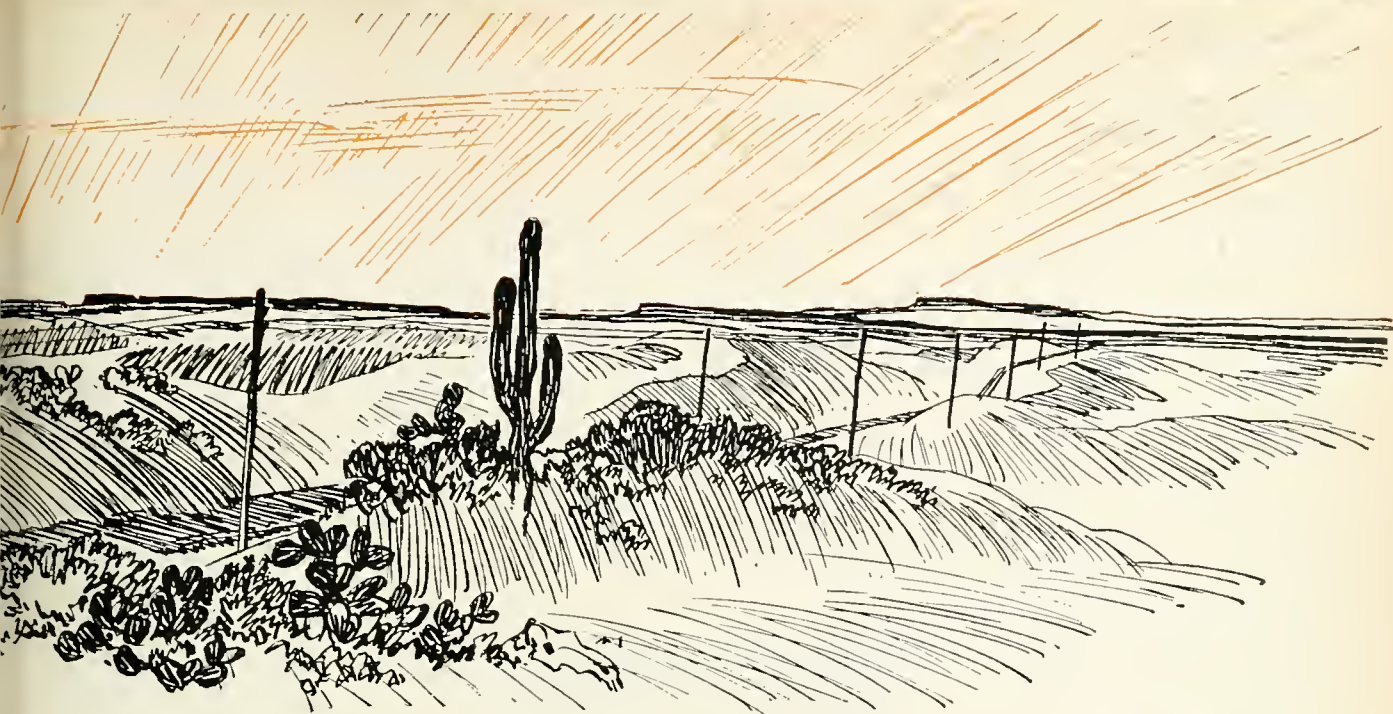
Red tacks, representing uncovered plants, are getting fewer and fewer on the big map in the McGraw-Hill Publications offices. One by one they come out as McGraw-Hill men, located in every state in the Union, visit the important industrial plants.

A recent analysis of subscriptions to McGraw-Hill Publications in Erie County, N. Y., shows that 80% of industrial buying power in that district is covered—100% in some industries. Erie County is a typical sample of McGraw-Hill circulation throughout the country.

Accepting the responsibility which goes with leadership, McGraw-Hill Publications recognize an obligation to cover their respective fields. Every worth while unit of industry, regardless of location, is a prospect and must be sought regardless of cost.

Your Prospects as well as Ours

The manufacturer selling to industry is striving to make customers of precisely these same units.



to your Customer's Door!

We know they are the same, for they are industry's real buyers. The list of their names is an industrial directory of America. McGraw-Hill records and analyses, compiled through years of research, show the physical rating of the individual plants and their purchasing power.

Subscribers are hand picked in advance on the basis of the positions they fill, from corporation president to the key men responsible for operation and production the men who influence or control purchases.

Is your own selling, or your client's selling to these prospects based on pre-analysis of the market on accurate knowledge of buying power on waste-free selling effort, which result when the *McGraw-Hill Four Principles of Industrial Marketing* are applied? These principles, upon which McGraw-Hill subscriptions are built, are:

MARKET DETERMINATION—An analysis of markets or related buying groups to determine the potential of each. With a dependable appraisal of each market, selling effort can be directed according to each market's importance.

BUYING HABITS—A study of the selected market groups to determine which men in each industry are the controlling buying factors and what policies regulate their buying. Definite knowledge eliminates costly waste in sales effort.

CHANNELS OF APPROACH—The authoritative publications through which industries keep in touch with developments are the logical channels through which to approach the buyer. In a balanced program of sales promotion these publications should be used effectively and their use supplemented by a manufacturer's own literature and exhibits.

APPEALS THAT INFLUENCE—Determining the appeals that will present the product to the prospective buyer in terms of his own self-interest or needs.

We offer to industrial manufacturers everywhere the fruits of our accumulated experience in evolving, proving and applying these Four Principles. At each of the McGraw-Hill offices are Marketing Counselors who will be glad to lay complete data before you or your advertising agent. You can communicate with our nearest office and arrange a consultation, when and where you please.

70 salaried circulation field men cover industry in every state in the Union.

They travel 500,000 miles a year.

220,000 subscribers pay for 10,000,000 copies of McGraw-Hill Publications yearly.

50,000 McGraw-Hill subscribers change their addresses each year, and tell us so.

Only 1 out of every 7,800 copies of McGraw-Hill Publications mailed is returned by P. O. Dept. for better address.

In a year's period 18,000 paid subscribers obtained for Radio Retailing, a record in business paper publishing.

McGraw-Hill Publishing Company, Inc., New York, Chicago, Philadelphia, Cleveland, St. Louis, San Francisco, London

McGraw-Hill Publications

45,000 Advertising Pages used Annually by 3,000 manufacturers to help Industry buy more effectively.

Direct Selling!

Are you thinking seriously about applying the powerful "house-to-house" method of marketing to your own business?

Don't guess or experiment blindly. Get definite figures on costs, selling plans, sales per agent, display methods, and prospective profits from The Marx-Flarsheim Co., the leading advertising agency specializing in house-to-house selling.

Our clients include many successful direct-selling firms, to whom we will gladly refer anyone interested.

Inquiries from responsible manufacturers are invited. If possible, the letter should detail all essential preliminary facts and plans, so that our reply can be complete and relative to your own business. No obligation, of course.

The MARX-FLARSHEIM Co.

Advertising
Rockaway Building
CINCINNATI



Inside Facts on Selling in Europe

J. George Frederick, President of the Bourse, has just come back from a European trip, analyzing the best methods of rapidly developing trade for American goods. He has also established European research offices.

It will thoroughly well pay to secure the Bourse's reports on export.

THE BUSINESS BOURSE

15 West 37th St. New York City
Tel.: Wisconsin 5067

In London, represented by Business Research Services, Ltd., Iddlesleigh House, Caxton Street, London, W. C.

If it's extra-
extra-ordinary
it's an
**EINSON-FREEMAN
WINDOW DISPLAY**

[327 E. 29th St.]
Lexington 5780
New York City

Specializing
in window
store display
advertising

Folded Edge Duckline and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor
Displays

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

In Sharper Focus

William A. Kelsey

"DO Your Own Printing" was the caption for many years of one of the most persistent advertisements in the mail-order field. None of us have escaped the small but ever-present appeal to try our hand at doing our own printing. Few novelties have a record of such long life, and success, done wholly on mail-order business, as this Nutmeg State novelty, the printing presses made for fifty-four years at Meriden, by the Kelsey Company. Curiosity to have the



we find Don C. Seitz, Joe Mitchell Chapple, Rudyard Kipling, George Burton Hotchkiss, Frank N. Doubleday, and many others.

Being a veritable Connecticut Yankee, born in Meriden of that State and with forebears running back to 1632, the little press certainly was a genuine "Yankee Notion." I am as proud of my ancestors as was Daniel Webster of his. But personalities aside, let us see some of the results of advertising "Do Your Own Printing." They are worthy of consideration, I think, not so much because of what they actually were, but because of what they showed could be done.

It is a long hark-back to 1872. The *Youth's Companion* was then, with about two hundred thousand circulation, the best medium extant for mail order advertising. My initial order, one inch space for the Excelsior Press, two hundred dollars in amount, went to that paper through T. C. Evans, the veteran Boston agent. Result, \$7,000 profit! That put the young manufacturer, then but 21, on his feet financially. The rest of the road was a great deal easier on tires and gas!

The entire world has been the market. Half a century, and more, the modest sized but persistent little ad has carried the story the world over. Sales made in every land and wholly by direct mail appeal. One patient, plodding geological student in England, a man long on erudition but short on cash, bought a press of 5 by 8 inches chase capacity, printed in his home, one page at a time, a remarkable 300-page book on geology. The work was reviewed at length by the *London Times*, and with great praise.

I am a member of the Fossil Society of America, because when a lad of fifteen I printed a little amateur paper, *Kelsey's Reporter*. This unique society is worth a short chapter in this sketch. The organization consists of two hundred of the boys of the period of 1875 to 1890, now grown to men of the day. They edited small papers in boyhood, and now the list of Fossils includes many names of pretty big men in public life. Notably so are Cyrus H. K. Curtis, James M. Beck, Thomas A. Edison, Theodore L. DeVinne, Isaac H. Blanchard, W. G. Snow, Senator Moses, Josephus Daniels, M. Koenigsberg.

Modesty demands that the writer hereof disclaims any assertion of great achievement. But there is here a lesson in advertising. A comparatively trifling novelty may be made to succeed if advertised carefully and, above all, persistently. No letups in the discouraging, long, lean years, but ever "Go on, and on, and on."

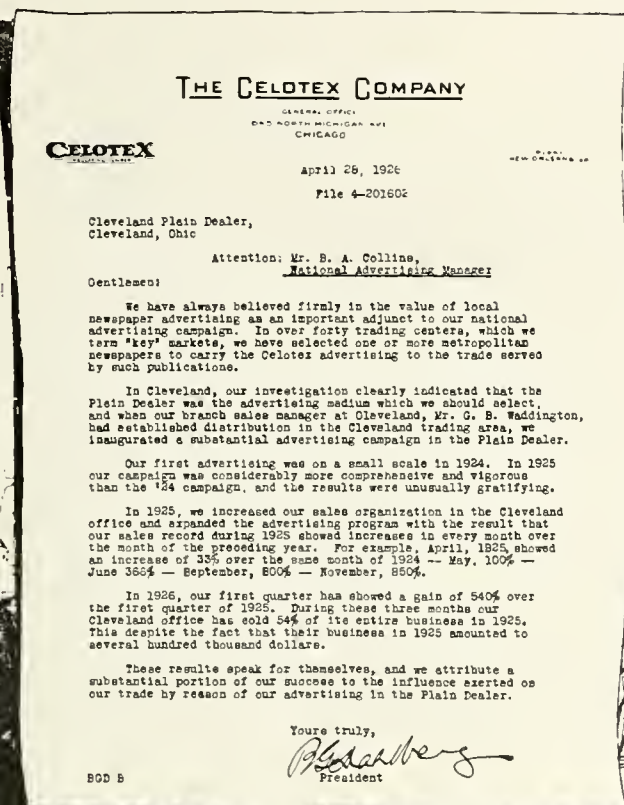
inventor's story in ADVERTISING AND SELLING, and see him in picture, led the editor to obtain the brief personal sketch that follows.

The editor of ADVERTISING AND SELLING asks me to come into the "Who's Who" of the magazine, saying "tell us something about yourself." Of course I appreciate good company, so here it is.

My story is the simple record of a modest mail-order exploit down in Connecticut. Away back in 1872 was born the small printing press that became well known because well advertised. It was named "The Excelsior," as fitting the aspirations of the youth of the time and as being sufficiently poetic. My chief delight today is to review the list of lads, now grown to importance in the world of printing, advertising and literature, who first got on their fingers with an Excelsior the printing ink that never comes off. In that list

Celotex increases sales 540% in the Cleveland market during the first quarter

—and does it with the Plain Dealer ALONE



Here is an outstanding sales success that should interest every advertiser who wants to stimulate his sales in Northern Ohio.

Read the letter at the left. It is from B. G. Dahlberg, president of the Celotex Company, nationally known makers of insulating lumber.

Note that like many progressive manufacturers, Celotex maps out its sales plan on the basis of "Key Markets," advertising in one or more newspapers in each. Note, too, that like 964 other national advertisers in Cleveland's great 3,000,000 Market, Celotex uses the Plain Dealer ALONE.

And note especially how results in this market have vindicated the judgment of Celotex officials—for after all, results tell the story.

"In 1925," says Mr. Dahlberg, "our Cleveland office showed increases every month over the same month of the preceding year . . .

"In 1926, our first quarter has shown a gain of 540% over the first quarter of 1925. During these three months our Cleveland office has sold 54% of its business in 1925 . . .

"We attribute a substantial portion of our success to the influence exerted on our trade by reason of our advertising in the Plain Dealer."

This should mean something to every manufacturer and advertiser operating in the Northern Ohio Market.

Here, the Plain Dealer ALONE will sell it.

The Plain Dealer has done as much if not more than any other newspaper in America to analyze its market from the standpoint of advertising response. The entire summary of facts and figures is available to you. Write us or call the nearest Plain Dealer representative.

The Plain Dealer publishes more national advertising than all other Cleveland newspapers combined.

The Cleveland Plain Dealer

in Cleveland and Northern Ohio—ONE Medium ALONE—One Cost Will sell it

I. B. WOODWARD
110 E. 42nd St.
New York

WOODWARD & KELLY
350 N. Mich. Ave., Chicago
Fine Arts Bldg., Detroit

R. J. BIDWELL CO.
742 Market St., San Francisco, Cal.
Times Bldg., Los Angeles, Cal.

R. J. BIDWELL CO.
White Henry Stuart Bldg.
Seattle, Wash.

DISPLAY advertising forms of Advertising and Selling close ten days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the June 16th issue must reach us not later than June 7th. Classified advertisements will be accepted up to Saturday, June 12th.

Who Gets the Summer Business?

[CONTINUED FROM PAGE 25]

owing to the absence of regular purchasers or the preoccupation of their minds or budgets on vacation matters. Salesmen are called in off the road; output is reduced; and staffs may be reduced. The consumer is spending his money on other lines and trade, apparently, is depressed.

But on the other hand, a great many good-sized cities and towns across this continent find the vacation trade a consistent bonus. Some, indeed, consider it their meal ticket. If you don't believe this, go to one of them after a bad tourist season and try to sell a line of staples. High and low they feel it; the gorgeous hotels of California or Florida equally with the cross-roads store where the guides of Maine buy flour and bacon. Cities fight one another with keenness to get conventions; lordly palaces at Atlantic City, fishermen's camps in Minnesota, and hot-dog stands along the Lincoln Highway, alike invest capital in trying to secure part of that supposititious \$1,600,000,000. Many of them spend very considerable sums in advertising although, incidentally, "Travel and Resort" advertising is usually regarded by the summary-hounds as among the minor classifications of advertising.

And it is a mistaken idea to think that the money spent by tourists and convention visitors benefits only the hotels and restaurants. The Convention Bureau of Detroit, in going after campaign funds from the citizens, said recently that the \$32,960,000 spent in 1925 in Detroit by convention delegates was distributed on the "first turn" as follows:

MERCHANDISE, 26 per cent; restaurants, 23.5 per cent; hotels and rooms, 20.3 per cent; automobiles, accessories, garages, gasoline and oil, 11.5 per cent; transportation, 7 per cent; taxicabs, motor buses, street railways, 3.3 per cent; theaters and amusements, 2.5 per cent; confectionery, cigars and miscellaneous, 5.9 per cent. On the "second turn" alone these dollars pass through thousands of other hands. Hotels, restaurants, theaters or stores pay out this money for things they need—food, wages, heat, light, furnishings, taxes, rent, insurance, etc.

The first thing to notice about the vacation business is that it disorganizes normal distribution. It rearranges the channels of wholesaling and retailing. Every gas-station along a tourist highway means, for example, either that every person purchasing gas at it does not purchase at his customary place or that he purchases more than

his average consumption. Every New Yorker, or Bostonian, or what not who goes into the woods for a couple of weeks in the fall buys two weeks' less groceries, lunches, car-tickets, tobacco, and so on in his home town. It is my own habit (if a personal illustration may be used) to spend the summer at the lake shore, commuting into the city every day from June until September. Our station agent estimates that our little settlement has a summer population of seven hundred. Suppose for argument's sake that we each average a \$20 consumption a month in groceries. That means that \$14,000 a month is diverted by one place alone, while the commuting season is on, from the retail trade of the city.

THE city stores, of course, try to retain business. So many days a week they deliver by motor truck, and, you will say, the regular level of trade is not disturbed, because these are the staples of life and may possibly be obtained through the same wholesalers as in the city. But on the other hand, we buy a great deal direct from the neighboring farmers. The luxury trades in town do suffer, for while we may indeed buy more gramophone records and golf balls, we buy less furniture and jewelry. That new Persian rug we wanted for the apartment will have to wait until the fall, because we need some porch chairs and a lawn mower. And in any case the carriers—freight, mail, express, truck—benefit from that \$14,000 a month and railway wages disseminate themselves very quickly throughout the community.

Secondly, vacation time does not mean stagnation in some lines, but more business. It merely creates a seasonal market. The more people travel; the more trunks they buy, the more seasonal clothes, more books, more fishing-tackle. Most of this can be—although it is not always—bought before they start. The clothing stores of the northern cities are only just awakening to the possibilities of selling Palm-beach suits in January and February, outfitting the Florida-bound. Summer time to the sporting-goods store means the very reverse of stagnation; but what of the winter, when there is no demand for golf balls or golf clubs or baseball or tennis equipment? Do they close down from October to May? Formerly they might have; but I wonder if you happen to have noticed the remarkable vogue in skiing during the past four or five years? Where I live there are more



D & C Paper and Advertising's Traditions

The patron saint of printing, of advertising, in this country is probably good old Ben Franklin. Sturdy common sense in meeting every problem, an unusually brilliant and farsighted mind, an intensely human personality,—these combined to make him as deeply respected as he was loved.

It is a matter of pride to Dill & Collins that we are the lineal descendants of the first paper mill in this country, the one that gave Benjamin Franklin the sheets on which he printed his famous Poor Richard's Almanack.

And into D & C papers go Franklin's common sense, economy and farsightedness—producing a paper for every printing purpose.

There are twenty standard D & C lines, coated, uncoated and cover papers. Each is as fine as craftsmanship can make it, and all are economically suited to their purpose. When you plan your printing, whether a single catalogue or folder, or a complete advertising campaign, ask your printer what paper to use—and profit by his knowledge. He is apt to select one of the many D & C papers.


[DILL & COLLINS]

Master Makers  of Printing Papers

List of DILL & COLLINS Co.'s distributors and their offices

ATLANTA—The Chatfield & Woods Company
BALTIMORE—J. Francis Hock & Co.
BOSTON—John Carter & Co., Inc.
BUFFALO—The Union Paper & Twine Company
CHICAGO—The Paper Mills Company
CHICAGO—Swigart Paper Company
CINCINNATI—The Chatfield & Woods Company
CLEVELAND—The Union Paper & Twine Co.
CONCORD, N. H.—John Carter & Co., Inc.
DES MOINES—Carpenter Paper Company
DETROIT—The Union Paper & Twine Co.
GREENSBORO, N. C.—Dillard Paper Co., Inc.
HARTFORD—John Carter & Co., Inc.
INDIANAPOLIS—C. P. Lesh Paper Company
JACKSONVILLE—Knight Bros. Paper Co.
KANSAS CITY—Birmingham, Little & Prosser Co.
LOS ANGELES—Blake, Moffitt & Towne
MILWAUKEE—The E. A. Bouer Company
MINNEAPOLIS—Minneapolis Paper Co.
NEW YORK CITY—Marquardt, Blake & Decker, Inc.

NEW YORK CITY—Miller & Wright Paper Co.
NEW YORK CITY—M. & F. Schlosser
OMAHA—Carpenter Paper Co.
PHILADELPHIA—The Thomas W. Price Co.
PHILADELPHIA—Riegel & Co., Inc.
PITTSBURGH—The Chatfield & Woods Company
PORTLAND, ORE.—Carter, Rice & Co.
PROVIDENCE—John Carter & Co., Inc.
RICHMOND—Virginia Paper Co.
ROCHESTER, N. Y.—Geo. E. Doyle Company
SACRAMENTO, CALIF.—Blake, Moffitt & Towne
SEATTLE, WASH.—Carter, Rice & Co.
ST. LOUIS—Acme Paper Company
ST. PAUL—E. J. Stilwell Paper Co.
SALT LAKE CITY—Carpenter Paper Co.
SAN FRANCISCO—Blake, Moffitt & Towne
SPRINGFIELD, MASS.—John Carter & Co., Inc.
TACOMA—Tacoma Paper & Stationery Co.
TAMPA—Knight Brothers Paper Co.
WASHINGTON, D. C.—Virginia Paper Co.



NOTICE the manufacturers in your town who are turning to gas for fuel. When you realize that one industrial consumer uses more gas than hundreds of domestic customers, you can see what a tremendous growth the gas industry is undergoing with the active development with this type of business. Of course the demand for all types of equipment and supplies is growing correspondingly.

Let us tell you of the application of your product in the gas industry. No cost or obligation to you.



Gas Age-Record

9 East 38th Street

New York

A. B. C.

A. B. P.

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

Gas Age-Record

"The Spokesman of the Gas Industry"

skiers in winter now—and all amateurs—than there are golfers in summer.

Thirdly, vacation time does perhaps compete with regular business because vacation expenditures do compete with normal expenditures. The average individual nowadays has established for himself an average rate of essential expenditure—so much for room or house rent, so much for meals or housekeeping, so much for clothing, transportation, servants, amusements, education and so forth. The margin between this and the income is either spent on luxuries (non-essentials) or invested as capital in savings, insurance, real estate, new furniture, etc. Right here is where vacation expenditure cuts in, reducing the purchasing power of the supra-essential margin.

VACATION business, too, shifts its locale. That is another reason why it can be a very important factor to the community. I am not so old but I can remember when Bar Harbor or the Thousand Islands represented the *ne plus ultra* of summer resorts; one would not call them that now, delightful and well-patronized as they still are. Between Florida, California, Bermuda, Honolulu and the now popular winter cruises there must be a fairly acute competition to secure the much smaller volume of winter resort business. With the conversion of Florida from a rich man's monopoly into a middle-class or flivver paradise, California must certainly have felt the competition.

Indeed, just as in Colorado you come across the dead cities of past mining booms, their boarded, uninhabited shacks falling rapidly to pieces, so it is not a difficult matter to discover ghost-like resorts that once were highly popular. But popularity went elsewhere—why, nobody knows. For the popularity of a resort tends to follow the stampede rules that start an oil-boom; and now they are left semi-stranded, their hotels growing shabby, their stores dropping back to the cross-roads category, their railway service curtailed. And yet they once represented a considerable investment. They advertised, they got out booklets, they possibly had Chambers of Commerce.

Fashions in vacations do indeed change; they change as much as the style in bathing suits. Some are, indeed, as outmoded as the heavy all-concealing bathing costumes of twenty years ago. The automobile, the golf club, the democratization of many sections previously regarded as the preserve of the rich; the greater consideration given to the prejudices of the younger generation, which is highly vocal in its belief that pleasure should come before business; the irreparable loss of natural beauty owing to our careless squandering of forest and water resources; the rapid rise of the convention habit; and even prohibition—all these are vividly reflected in our vacation habits.

Money, for example, is cheaper now. The average vacationist travels far-

COMPOSED ON THE LINOTYPE

24 Point GARAMOND as redesigned for the Linotype is the result of much

18 Point GARAMOND as redesigned for the Linotype is the result of much study and research in Europe in which its design was traced back to the earliest known showing

14 Point GARAMOND as redesigned for the Linotype is the result of much study and research in Europe in which its design was traced back to the earliest known showing of the original GARAMOND types. *The most complete and authoritative material was found in*

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OTHER SIZES OF ROMAN AND ITALIC SERIES IN PROCESS OF MANUFACTURE

TRADE **LINOTYPE** MARK

MERGENTHALER LINOTYPE COMPANY

DEPARTMENT OF LINOTYPE TYPOGRAPHY, 461 EIGHTH AVENUE, NEW YORK

BRITISH ADVERTISING'S GREATEST REFERENCE WORK



100,000 QUERIES CONCERNING BRITISH ADVERTISING ANSWERED IN ONE BIG VOLUME.

November 30th, 1925, was the date of publication of the first Great Reference Work covering every branch of British Advertising—the **BRITISH ADVERTISER'S ANNUAL AND CONVENTION YEAR BOOK 1925-26**.

This volume gives for the first time information and data needed by all advertising interests concerning British advertising, British markets and British Empire Trade. You can turn to its pages with your thousand and one advertising questions concerning any phase of British advertising, media and methods—and know that you will find accurate and up-to-date answers.

You will see from the brief outline of contents adjoining, that this **ANNUAL** is really four books in one. It contains: a Series of Directories and complete Reference Data covering every section of British advertising—a Market Survey and Research Tables—a complete Advertising Textbook covering the latest developments in British advertising—and the Official and Full Report of the First All-British Advertising Convention held this year at Harrogate.

The 12 Directory Sections and the many pages of Market Data and Research Tables will alone be worth many times the cost of the book to those American Advertising Agents, international advertisers, newspapers and magazines, who are interested in advertising in Great Britain, in British and Colonial markets, or in securing advertising from Great Britain.

For instance, here are given the 1,100 leading newspapers, magazines and periodicals in Great Britain and the Empire—with not only their addresses and the names of their advertising managers, but with a complete schedule of all advertising rates, page and column sizes, publishing and closing dates, circulation, etc. Nothing so complete, comprehensive and exhaustive as this has ever before been produced in any country. In the Market Survey Section likewise there are thousands of facts, figures and statistics given in the various Tables and Analyses.

The working tools of any American advertising man who is in any way interested in British markets or in British advertising cannot be complete without this great work of reference. It answers any one of 100,000 specific advertising queries at a moment's notice; it gives to advertisers and advertising men a book of service that they can use and profit by every day of the year. Nearly 500 pages—59 separate features—more than 3,000 entries in the directory section alone, each entry containing between 5 and 25 facts—1,700 individual pieces of market data—full reports of all events and official resolutions and addresses at the Harrogate Convention—and finally, altogether 100 articles and papers, each by a recognized advertising and selling expert, giving a complete picture of British advertising methods, media and men up to the minute. A year's labour on the part of a staff of able editors—the result of more than 14,000 separate and individually prepared questionnaires—the combined efforts of a score of experts—the help of more than 3,000 advertising men in collecting the data—all these have brought together in this volume every item of information you can need.

And withal, the price of this work is a mere trifle compared with its utility value. To secure the volume by return, postpaid, ready for your immediate use, you need merely fill in the coupon alongside, attach your cheque or money order for \$4.00 and the British Advertiser's Annual and Convention Year Book 1925-26, will be in your hands by return.

CONTENTS—In Brief

Nearly 500 pages, large size, crammed with data, facts, ideas.

First.—A Complete Advertising Text-Book on the Advertising Developments of the Year; Methods, Media, Men, Events. 22 chapters, 25,000 words—a complete Business Book in itself.

Second.—Market Survey and Data and Research Tables—as complete a presentation as has yet been given in Great Britain of how to analyse your market, how to conduct research, how to find the facts you want, how and where to launch your campaign and push your goods—together with actual detailed facts and statistics on markets, districts, population, occupation, etc., etc.

Third.—The Official, Full and Authoritative Report of the First All-British Advertising Convention at Harrogate. Another complete book in itself—60,000 words, 76 Addresses and Papers—constituting the most elaborate survey of the best and latest advertising methods, selling plans and policies, and distribution schemes, ever issued in this country, touching on every phase of publicity and selling work.

Fourth.—A Complete List and Data-Reference and Series of Directories, covering every section of British Advertising: Fourteen Sections, 5,600 Separate Entries with all relevant facts about each, more than 250,000 words, embracing distinct Sections with complete Lists and Data on British Publications, Advertising Agents, Overseas Publications, Overseas Agents, Billposters, Outdoor Publicity, Bus, Van, Tram and Railway Advertising, Signs, Window Dressing, Display-Publicity, Novelty Advertising, Aerial Publicity, Containers, Commercial Art, Postal Publicity, Printing, Engraving, Catalogue and Fancy Papers, etc., and a complete Section on British Advertising Clubs.

Really Four Works in One—A Hundred Thousand Facts—The All-in Advertising Compendium.

Sign this Coupon and Post it To-day—

To The Publishers of British Advertiser's Annual and Convention Year Book, 1925-26, Bangor House, 66 & 67 Shoe Lane, London, E. C. 4

Please send me one copy of the "BRITISH ADVERTISER'S ANNUAL AND CONVENTION YEAR BOOK 1925-26" postpaid by return. I enclose herewith \$4.00 in full payment.

Name

Address

ther—even across the continent, for a trip to the Pacific Coast is not the financial strain it once was. The trains and the highways to the Coast do a land-office business now—and not only in the summer or among the wealthy class alone. The more people you can shoot hither and far over this old continent the better, of course, for everybody. Their eyes are opened and they begin to think in national terms instead of local. But economically it probably disrupts local business, for when the working girl or the teacher is spending money in Oregon or Utah or British Columbia, she is a dead loss to Sylvan Beach, way down home.

The Gargantuan News Stand

[CONTINUED FROM PAGE 38]

reality is an appeal to anything but intellect.

One's lively neighbor, who is promoting the circulation of a newer publication, speaks up and says, "But great Heavens, man, we're in business to make money, and we give the people what they want!"

Well, it may be that literacy and taste among the American people are ever sinking to a lower ebb, as the tone of our very prolific press seems to be doing. But the remark just placed within "quotes" appears to be a rather dangerous and questionable remark for anyone to make, especially a publisher. Precisely how far can we go, pandering to ignorance, prejudice and, in some cases, through the insidious craft of pornography, to raw passion? Will this policy not merely prolong the illiteracy which already exists to a degree that saddens all right-thinking citizens?

Here, then, the other party has an opportunity for a very pretty retort—"Within the past ten years only, think of the increases in circulation among publications of high editorial standard, whether old or new. Consider the unprecedented sales of books of high editorial standard and artistic craftsmanship. Notice the growth of attendance at plays, operas and concerts where works of master artists are presented. And while you're about it, give a thought to the ever-increasing number of public, high school and college graduates year by year."

And this is a significant retort. Gradually the percentage of the educated grows. It is not only the cheapest publications—appealing frankly to the cheapest sections of the masses—that have earned large gains in circulation, both paid and news stand. As a matter of statistics, many of the high-standard publications have enjoyed their share of progress, too.

But there is an even more important opinion which is advanced here by some staunch thinkers. They say, in effect,



Florida Bank Deposits Doubled Last Year

Consider the following comparative statement of Florida's bank deposits:

Dec. 31, 1924	\$375,042,000
Dec. 31, 1925	874,955,488
INCREASE	\$501,913,448

More than 100 per cent increase in one year!

Yes, business is good in Florida. People are making money here. And they are spending it, too.

Florida has nearly one and a half million year-round residents and nearly the same number of winter visitors. The per capita buying power of these people is comparatively high and their demands are comparatively heavy.

Here is a great, growing market for the manufacturer—a year-round market for general products and a special winter market for summer goods.

Cover Florida intensively but not expensively by using the most complete, economical media—the Associated Dailies of Florida.

ASSOCIATED DAILIES of Florida

510 Clark Bldg., Jacksonville, Florida

Bradenton News
Clearwater Sun
Daytona Beach Journal
Daytona Beach News
Deland Daily News
Eustis Lake Region
Fort Lauderdale News
Fort Myers Press
Fort Myers Tropical News
Fort Pierce News-Tribune
Fort Pierce Record
Gainesville News
Gainesville Sun
Jacksonville Florida Times-Union
Jacksonville Journal
Key West Citizen
Kissimmee Gazette
Lake Worth Leader
Lakeland Ledger
Lakeland Star-Telegram
Melbourne Journal
Miami Daily News
Miami Herald
Miami Illustrated Daily Tab
Miami Tribune
New Smyrna News
Ocala Central Florida Times
Orlando Morning Sentinel
Orlando Reporter-Star
Palatka News
Palm Beach Daily News
Palm Beach Post
Palm Beach Times
Pensacola Journal
Pensacola News
Plant City Courier
St. Augustine Record
St. Petersburg Independent
St. Petersburg News
St. Petersburg Times
Sanford Herald
Sarasota Herald
Sarasota Times
Stuart Daily News
Tampa Times
Tampa Tribune
Winter Haven Chief

. . . now you can have information on every market!

Now you can have information on every market at your finger-tips—ready for instant reference.

The new edition of Crain's Market Data Book and Directory affords compact information on a hundred fields of industry and commerce. Adequate indexing and careful elimination of non-essentials give advertisers and advertising agencies a book of facts indispensable in market finding and market analysis.

Since the welcome given the first issue in 1921, Crain's Market Data Book has been the acknowledged first source of market facts—the basis for intelligent market analysis.

Making the book of even greater use is a complete directory, listing all business publications, classified according to fields covered and published with the market information on those fields. Here you can find out, along with facts on where the market is, accurate information as to the means and cost of covering it through business papers.

Canadian papers are classified in the same way, and the only published list of foreign business papers is also included.

Ask us to send a copy on our liberal ten-day approval plan. You decide whether the book is worth five dollars to you. If it is not, send it back without obligation.

Crain's Market Data Book and Directory

G. D. CRAIN, Jr., Publisher
537 South Dearborn Street, Chicago

In the
Lumber
Field



It's the
American Lumberman

Established 1873
Published Weekly CHICAGO, ILL.

Topeka Daily Capital

The only Kansas daily with circulation thruout the state. Thoroughly covers Topeka, a midwest primary market. Gives real co-operation. An Arthur Copper publication.

Topeka, Kansas



**The Only "Denne" in
Canadian Advertising**

We give "on the spot" Counsel and Service in your Canadian Advertising, based on years of practical experience in this field. Ask our advice on methods and media

A. J. DENNE & Company Ltd.
Reford Bldg. TORONTO.

Shoe and Leather Reporter Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday. \$6 yearly. Member ABP and ABC.

The Standard Advertising Register

is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.

National Register Publishing Co.
Incorporated

15 Moore St., New York City
R. W. Ferrel, Manager

that not only have the older publications rendered the greatest service to the most successful advertisers, but also they have done a service to the nation by helping to build up the literacy, morality and good taste of the people. Now, this, it is argued with much common sense, is a very good thing for all advertisers worth their salt. For there is no disputing the fact that the conscientious American manufacturer justly prides himself upon the merits of his products. And how can there be any doubt that merit finds its quickest recognition, and receives its highest rewards, from men and women whose literacy is on the make, whose morality is growing sounder, and whose good taste is enjoying some cultivation?

In this very connection, with the argument of these gentlemen in mind, it is enlightening to look in almost any issue of the two types of publications with the news stand unintentionally throws into contrast, and study their respective advertising columns. More and more frequently, in those of high-standard editorial content, we find the advertisement beautiful, selling meritorious products and merchandise to appreciative purchasers with healthy brains and well-filled purses. Here we see less of the advertisement that deliberately appeals to stupidity, weakness or vulgarity. But it is somewhat the reverse in the other types of publications.

In one sense it is unfortunate that all publications should be gathered together in the mammoth news stand of today. In any contest, there is always power in "the force of numbers." Publications with low-standard editorial content by far outnumber their old-time competitors. And the great national news stand, on Fifth Avenue and Michigan Boulevard, and Main Street, is nowadays a retailing establishment which, by the very nature of retail business, cannot afford to take sides in the contest, but is obliged to display all wares more or less impartially. The public really doesn't, as a body, know what is or is not good for it. There isn't really a general preference for cheapness, any more than there is a nation-wide preference for superiority. In a quite befuddled condition of mind, the public saunters up to the news stand and buys. What the public gets is apt to be anything from clumsy obscenity to the finest and worthiest of art.

The Better Business Bureau of New York City, Inc.

Announces the re-election of Bayard Dominick as president. Other officers elected were James C. Auchincloss, vice-president and treasurer; H. J. Kenner, general manager; and William H. Mulligan, recording secretary. Walter E. Frew, president of the Corn Exchange Bank, was added to the financial advisory council, and Ancell H. Ball, president of Best & Co., and Samuel Mundheim, president of Stern Brothers & Co., were added to the merchandise advisory council.

Introducing—



George Burton Hotchkiss

With pleasure we announce the addition of the name of Professor George Burton Hotchkiss to the roll of our personnel.

Mr. Hotchkiss, Professor of Business English and Chairman of the Marketing Department of New York University, and author of numerous text books on advertising, will have general direction of our Plan and Copy Departments.

His ability in marketing research and practice, developed by years of experience as copy writer and consultant for leading advertisers, is now exclusively at the service of our clients.

Professor Hotchkiss will retain his connection with New York University

JAMES F. NEWCOMB & CO. Inc.

*Direct Advertising
Merchandising Counsel*

330 SEVENTH AVENUE

NEW YORK, N. Y.

Memory

THE shortest thing in the world, in proportion to its importance, is memory.

Suppose that you and I had remembered everything that we had read, seen and done, what prodigious paragons of knowledge—of a sort—we would be!

We could have waltzed through school, two-stepped to a university degree and jazzed to a job over the heads of a lot of humans less impeccable than ourselves. But we couldn't and didn't.

Now, every manufacturer knows that his own memory is, to put it mildly, somewhat restricted, but a lot of them give credit to the rest of the race for possessing marvelous powers of recollection.

They honestly believe that last year's advertising will make next year's sales—and deduct their appropriations accordingly.

"Everybody knows us NOW" isn't a slogan—it's an epitaph.

You can see bleached bones along the trail that bear mute testimony to the shortness of memory and the futility of depending upon it. You may recall some of them. But not many. You have even forgotten the names. So have I.

But, named or not named, they are there—fair warning to those who feel that advertising is something to start toward success with and drop when the goal's been kicked. Nay, brother, the game is not over yet!

A. R. Mayjer

for
INDUSTRIAL POWER
603 So. Dearborn Street
Chicago, Ills.

Industrial Power reaches more than 42,000 important plants. The rate per page per thousand circulation is so low that CONSCIOUS advertising in it is no burden or any appropriation. And its reach is long and strong so that ANY appropriation may profitably be expanded to include it



It Looks That Way

Hardly a month passes which does not see the opening of another Childs' restaurant, more elaborately furnished and located in a more "exclusive" neighborhood than any of its predecessors.

When they began doing business, the Childs' restaurants catered almost altogether to people whose pocket-books or appetites (or both) were limited. Nowadays—in this city at least—they seem to have in mind the needs of men and women who are considerably higher up in the social scale.

If this is true, it looks as though an opening exists for the establishment of a chain of restaurants which will meet the demands of a class which, until a few years ago, ate at Childs'.

Next!

A man who has just returned from Florida, where he spent the winter, tells me that many of the high-binders and second-story men who have been operating in that state for the last year or so have removed to North Carolina.

That means, I presume, that before long another unknown state will be "discovered."

The way in which the vast majority of "immigration campaigns" are handled seems to me to be almost criminal. The whole world is invited to "Come to So-and-so." As often as not, it accepts the invitation. Oftener than not, the results are disastrous.

I have a theory—it is really more than a theory, because it has been tried out and proven—that the only sensible way to build up a state—or a city—is one which is directly contrary to the method generally followed.

Here it is:

First, make a thorough survey of the needs of that city or state. That is, find out what it has in various lines; and also what, if any, openings in those and other lines exist.

Second, advertise, preferably in trade journals, that Smithville—we'll call it that—can support another laundry or general store or what not.

Stop right there!

Twenty years or so ago Oklahoma followed this plan. The state's popula-

tion increased rapidly—but not too rapidly. There was no boom. And because there was no boom, there was no collapse.

His Lordship Wasn't Good Enough

A good many years ago, a young man, just out of college, was given a job on the editorial staff of a well-known midwestern daily. He believed that he had the qualifications which make a capable editorial writer and this belief was shared, to some extent, by the editor-owner of the newspaper which employed him.

His maiden efforts were not very happy. His sentences were long and involved. His style lacked fire. His ideas were good but he seemed unable to express them in editorial form.

Came a day, as the motion-picture people say, when A. was asked to prepare an editorial on some phase of English politics. Three or four hours later he put before his chief the draft of an editorial of a thousand words or so. The latter read it—and exploded.

"Rotten!" he almost shouted. "Rotten! Every sentence is a paragraph. Every paragraph is a chapter. You've taken a column to tell what could be told better in five hundred words. Rewrite it!"

A. drew a long breath. Then—"That article, Mr. R., was written by Lord Macaulay. It appears in his History of England."

"I don't give a damn," was Mr. R's comment. "Lord Macaulay couldn't hold a job on this paper."

Advertising Agents Know Better

Recently, the editor of a certain publication showed me a score or more of the manuscripts which had reached him that day.

With almost no exceptions, they were abominably typed. Some of them bore the names of fairly well-known authors; and more than one was entitled to consideration. Yet, as I say, their appearance was such as to invite rejection.

One Ms. particularly attracted my attention. It dealt with an interesting and timely subject and it had been written by a man of established reputation. But the typing—really, you would think a fifteen-year-old boy would know better than to submit a manuscript with so many erasures and corrections.

Advertising agents, I notice, make no such mistake. When they turn in a plan or a brief, it is a masterpiece in point of appearance.

JAMOC.



Outdoor Advertising

MANUFACTURERS give much thought to striking and attractive colors for their packages and their trade-marks.

Advertising which reproduces the package or the trade-mark in its proper colors forms the closest possible tie-up between the advertisement and the product.

Outdoor Advertising gives you the advantage of picturing your package, your trade-mark or your product, *as it is*—without extra cost.

The National Outdoor Advertising Bureau is an organization providing a complete service in Outdoor Advertising through advertising agencies. Any advertising agency having membership in the Bureau will gladly give you any information you desire.

National Outdoor Advertising Bureau

INCORPORATED
An Organization Providing a Complete Service in Outdoor Advertising through Advertising Agencies
1 Park Avenue, New York General Motors Building, Detroit 14 East Jackson Boulevard, Chicago

The Measure of Advertising

The Measure of Advertising is a very tangible yard stick that has no alibi of the "was noticed" kind. It is the definite measure of the actual value in dollars and cents brought to the advertiser. You can apply this measure to your advertising through Oil Trade. It is the oil magazine that the big men in the Industry read. It will pay you to take advantage, also, of the information furnished by Oil Trade's Department of Research and Selling Helps. It will make recommendations of real value to you. A booklet, "More Business from the Oil Industry" will explain this more fully. Send for it.

The
Oil Trade
Including Oil Trade Journal and Oil News

350 Madison Ave., New York
Chicago Tulsa Los Angeles
Publishers of FUEL OIL

Advertising  Typographers

PITTSFORD typography is good typography because it is easily read and easily understood. It tells your story in terms that are clear and unmistakable. It creates atmosphere. It inspires confidence and sells merchandise.

Ben C. Pittsford Company
431 So. Dearborn St., Chicago
Phone Harrison 7131

Bakers Weekly A.B.C. - A.B.P.
New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.



Going to Philadelphia

[June 19—24]

"Advertising—Stabilizer of Prosperity," will be the theme of the convention. Speakers at the general sessions according to an announcement today by H. H. Charles, Chairman, General Program Committee, have been selected to cover seven major classifications of business including Finance, Manufacturing, Transportation, Agriculture, Publishing, Education and Industry.

A feature of the convention will be an International Trade Conference, presided over by Dr. Julius Klein, Director Bureau of Foreign and Domestic Commerce, Washington, D. C.; and addressed by leaders of the overseas delegations. Discussion will be centered around the subject of "Strengthening International Relations Through Advertising." In connection with this meeting will also be conducted a Trade Advisers' Service with a staff of thirty or more foreign trade and advertising experts from prominent business firms and the United States Government, available for personal consultation by delegates.

* * *

Rodman Wanamaker, son of and successor to the illustrious John Wanamaker, will be host to the visitors on Tuesday at the Wanamaker store, after which the presidents' dinner will be held at the Poor Richard Club.

In the evening the Philadelphia Club of Advertising Women will conduct a ball.

* * *

On Monday at 11:30 p. m., Karl Bloomingdale, of the Poor Richard Club, will put on the first of a series of cabaret evenings likened to the London music hall night club gaieties. Thirty-six acts from the Keith circuit and from musical comedy shows will appear at Philadelphia's six best restaurants.

Karl Bloomingdale has arranged

with Director of Public Safety George Elliott, who succeeded the vigorous General Butler, for a permit to continue his cabaret shows one hour beyond the 1 a. m. dead line.

The cabaret shows will continue on Tuesday and Wednesday nights.

A handsome, sterling silver cup will be awarded by A. L. Shuman, vice-president and advertising director of the Fort Worth *Star-Telegram*, to the newspaper man who presents the best story of an advertising success. Such stories may deal with classified, local display or national advertising, and may concern an individual advertisement or a series.

* * *

Plans have been made by the New York Advertising Club for the reception and entertainment of the visiting foreign delegates during their stay in that city while en route for Philadelphia. In spite of the fact that the Poor Richard Club has made tentative plans for a big reception at Independence Hall, Philadelphia, on the afternoon of June 19, the New York Club has decided that to rush the delegates directly from the *Berengaria* to the Philadelphia train would not be the best procedure. The ship is scheduled to dock on the 18th, but uncertainties of wind and tide make the exact hour uncertain and might conceivably lead to complications. Instead the visiting delegates will be entertained over night and escorted to the convention city by noon of the 20th.

Estimates as to the approximate number of visiting Englishmen range from 85 to 200, while the French delegation should number at least 20 and various other delegations should swell the total considerably. While in New York the British delegates will be guests of the Biltmore Hotel, while the other foreigners will be guests of

Announcing the establishment of the

ROCHE
ADVERTISING
COMPANY

*Occupying
the Twenty-sixth Floor of the Straus Building*

CHICAGO



*An organization of
experienced personnel happily intent
upon the production
of advertising
of distinctive character*

District Sales Managers

Salary, Commission,
Bonus

REFRIGERATION industry offers one of the greatest potential sales developments in America today. Large and long established refrigerator manufacturer requires thoroughly capable executives to take charge of territories, with headquarters in Atlanta and Philadelphia respectively, and one Field Sales Executive Trainer of men. Several of our managers have been unusually successful over a period of years. We require \$7500 to \$10,000 type of men. Mechanical training an advantage but not essential. Give full details, business experience, age, average earnings, phone, in first letter. Meetings arranged at New York, Philadelphia, Atlanta, Detroit and Chicago.

VICE-PRESIDENT, BOX 394

ADVERTISING & SELLING
9 EAST 38TH STREET

the Hotel Roosevelt. All have been invited to make use of the accommodations of the Westchester-Biltmore Country Club while in the city.

* * *

Programs Announced

Public Utilities Advertising Association

Tuesday Morning, June 22nd
Opening at 10 o'clock

Presiding: William H. Hodge, Byllesby Engineering & Management Corporation, Chicago, Illinois; *President,* Public Utilities Advertising Association.

Announcements by Convention Arrangements Committee.—J. S. S. Richardson, Director, Pennsylvania Public Service Information Committee, Widener Building, Philadelphia, Pa.

Secretary's Report.—Dempster MacMurphy, Secretary, Public Utilities Advertising Association, Chicago, Illinois.

Geographic Sections Report.—W. P. Strandborg, Portland Railway Light and Power Company, Portland, Oregon.

Some Costs and Results Figures.—E. Paul Young, A. E. Pitkin & Company, New York, N. Y.

Outdoor Advertising for Public Utilities.—J. J. Moran, Commercial Manager, Chicago Rapid Transit Company, Chicago, Illinois.

Radio Broadcasting in Advertising.—Martin P. Rice, Director of Broadcasting, General Electric Company, Schenectady, New York.

Tuesday Afternoon, June 22nd
Opening at 2 o'clock

Presiding: Leonard Ormerod, Vice-President, Public Utilities Advertising Association, Philadelphia, Pa.

President's Address.—William H. Hodge. *Address by Paul S. Clapp,* United States Department of Commerce, Washington, D. C.

Address by Louis Wilcy, Business Manager, New York Times, New York, N. Y.

Address by W. N. Teasdale, Advertising Manager, London & North Eastern Railway, London, England.

National Association of Theatre Program Publishers

Wednesday Morning, June 23rd
Opening at 10:30 o'clock

Presiding: E. E. Brugh, President, National Association of Theatre Program Publishers, Chicago, Illinois.

Call to order by the President.
Report of progress of the Association in the past year.

Report of accomplishments of the National Advertising Commission.

Selling Advertising.—J. C. Chevalier, Secretary, New York Theatre Program Corporation, New York, N. Y.

Lunches.

Wednesday Afternoon, June 23rd
Opening at 1:30 o'clock

Presiding:
The Use of Theatre Programs for Topics and Information of Civic and Community Interests.—Charles F. Hatfield, President, American Community Advertising Association, St. Louis, Mo.

Opportunity to Improve Theatre Programs and Broaden Our Service to the Advertiser.—E. E. Brugh, Clyde W. Riley, Advertising System, Chicago, Illinois.

Reports from all members of Association.
Clyde W. Riley Advertising System.—E. E. Brugh, Chicago, Illinois.

Arthur M. Levy, Cleveland, Ohio.
Theatre Program Corporation of Detroit, Michigan

James G. Sprecher, Los Angeles, Cal.
L. N. Scott, Minneapolis and St. Paul, Minnesota.

New York Theatre Program Corp.
Ralph Trier, R. M. Huber, J. C. Chevalier,
The Mills Advertising Company, Omaha, Nebraska.

Unique Advertising Company, Rockford, Illinois.

National Program Company, San Francisco, California.

Election of officers for ensuing year.
Adjournment.

BINDERS FOR

Advertising and Selling



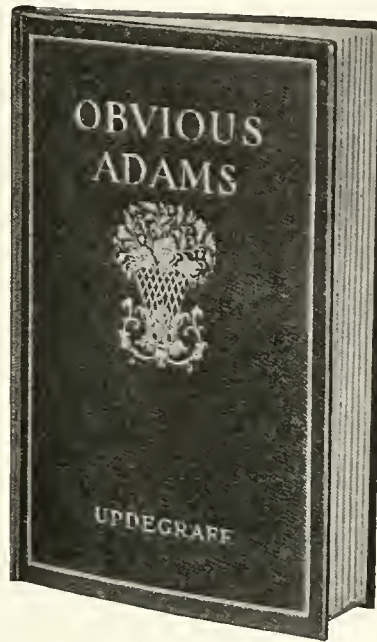
They have stiff, cloth-covered covers and are die stamped in gold lettering. Each binder will hold thirteen issues of Volume 1, 2 or 3 and 10 issues of 4, 5 or 6. The price is \$1.85, which includes postage.



Advertising and Selling

9 East 38th St.
New York City

When E. M. Statler Read "*Obvious Adams*"



—He immediately ordered copies sent to the Managers of all his Hotels

LIKE many another high-calibre business man he recognized in the story of **Obvious Adams**, the sound philosophy that makes for business success, whether the business be writing advertisements, managing a department or running a great metropolitan hotel.

An "obvious" man himself Statler wanted his managers and their assistants to see clearly just what it is that keeps a business on the ground and makes profits. So he sent each of them a copy of this little book, written several years ago by Robert R. Updegraff as a story for the *Saturday Evening Post*, because he saw that it would crystallize one of the biggest and most important of business principles and make it graphic and unforgettable—give it to them as a working tool.

For this same reason advertising agencies, newspaper publishers, bankers and business men in many other lines are purchasing **Obvious Adams** in quantities at the new wholesale prices to distribute broadly through their organizations, to executives, department heads, salesmen, and office workers.

Have **your** people read it? Wouldn't it be a good business investment?

Quantity Price List

500 copies or more,	40c per copy
100 copies or more,	44c per copy
50 copies or more,	46c per copy
25 copies or more,	48c per copy
10 copies or more,	50c per copy
Single copies, 55c postpaid	

KELLOGG PUBLISHING COMPANY
30 Lyman St. Springfield, Mass.



**HOTEL
EMPIRE**

New York's newest and most
beautifully furnished hotel—
accommodating 1034 guests
Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET.
\$250

ROOM WITH PRIVATE BATH—
\$350

ALL OUTSIDE ROOMS



**The NEIL
HOUSE**

The
newest and now
the leading hotel in
COLUMBUS, OHIO
Opposite the State Capitol
655 ROOMS—655 BATHS
RATES FROM \$10 to \$17
EUROPEAN PLAN

The facilities for dances,
luncheon, dinner and card
parties large or small are
so unusually good that
Society and Fraternity
functions are always enjoyed

SPECIAL FEATURES
Club Meals in Main Dining
Room and Grill Room.
Blue Plate Luncheon.
**COUNTER SERVICE
AT POPULAR PRICES**
Luncheon Clubs served
in private dining rooms
at 75¢ per person.

Under the Direction of
GUSTAVE W. DRACH, President and Architect
FREDERICK W. BERGMAN, Managing Director

ELECTRICAL
ANIMATED
AND
STILL

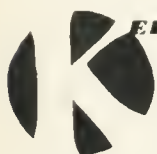
DISPLAYS for
WINDOW,
COUNTER,
and EXHIBITS

Effective—Dignified
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
19 WEST 27th ST. NEW YORK

THE JEWELERS' CIRCULAR,
New York, has for many years pub-
lished more advertising than have
seven other jewelry journals com-
bined.



KEEP YOUR COPIES!

At the conclusion of
each volume an in-
dex will be published and mailed
to you.

A Kick Against Poverty

[CONTINUED FROM PAGE 21]

tended to improve working conditions, were passed. As a rule they were the outcome of "inquiries," set afoot by sanitary commissions or boards of health. Sometimes they were based on the report of a Royal Commission which had been "nominated, constituted and appointed" to study some phase of Britain's industrial life. These Royal Commission reports, by the way, are masterpieces. They are honest, straightforward, unprejudiced. They tell the story of Britain's industrial ills as no critic of Britain has ever dared tell it.

BUT this is not the place to narrate, at length, the history of British labor legislation. All that the writer feels it necessary to say at the moment is that the trend has been steadily upward in spite of the fact that every step toward betterment was fought by the "die-hards."

The "net" is this: The British worker is in an enviable position, in so far as legislation can bring that about. If he loses his job, he goes on that "dole." When he is old, he draws a pension. His rights are protected in every way that can be imagined. There are laws for this, laws for that, laws for the other thing.

Now, legislation is "great stuff." Civilization cannot get along without it. But it has its limitations.

Legislation can improve the conditions under which men work, but it cannot assure them a living wage. That is one of Britain's troubles—an uneconomic wage. It cannot give workers houses fit to live in. That is another of Britain's troubles. It cannot compel owners of factory buildings which were old half a century ago to tear those buildings down and replace them with modern buildings. Ditto. It cannot force the British housewife to buy British-made goods, if she can buy equally good goods, made elsewhere, for less money. Ditto. It cannot provide work for 45,000,000 people if there is only enough work to keep 35,000,000 busy. Ditto. It cannot reduce taxes, unless reduction is warranted. Ditto. It cannot force the employing classes to regard labor as their friend when they know that it is under-producing. Ditto. It cannot make the working classes regard their employers as their friends when, deep down in their hearts, they have good reason to believe otherwise. Ditto. It cannot make coal, Britain's fundamental asset, the world's chief source of power as it was once. Ditto. It cannot compel Britain's surplus population—estimated at anywhere from 5,000,000 to 10,000,000—to seek homes for themselves in other lands. Ditto. It cannot make the British employing classes

change their belief that "week-ends" begin Thursday afternoon or Friday morning and end Monday noon—or later. Ditto. It cannot persuade, compel or force the British worker to move hand, foot, body or brain one whit faster than suits his pleasure. Ditto.

Above all, legislation cannot make either the employing or the working classes realize that *multiplication* (increasing production and thereby decreasing the cost of production) is infinitely to be preferred to *division* (fighting for the lion's share of the profits of limited production).

No! Legislation can no more do these things than it can stop a tooth-ache.

A great many people, in America as well as in Britain, think otherwise. To hear them tell it, all that is needed to make this a heaven on earth is a "law" to that effect. If the British general strike destroys this belief—that economic ills can be cured by legislation—it will not have been in vain.

FOR more than 100 years, as has been said, the workers of Great Britain have striven to better their condition. They have organized themselves into trade unions. They have gone into politics. They have employed the strike as a weapon with which to gain their ends.

As the fruit of a century of struggle, what have they to show?

That question is answered by statistics furnished by the Trades Union Congress. They show that the weekly earnings of men in various industries, for half of 1925, were as follows:

Miners	\$13.00
Locomotive engineers	24.50
Railway laborers	12.65
Tramway men:	
Drivers	14.33
Conductors	13.12
Stone masons	17.74
Cabinet-makers	18.00
Printers	17.74
Shoemakers	\$12.75 to 13.85
Carpenters, plumbers, bricklayers, ..	17.74
Engineering trades	\$9.72 to 15.06
Shipbuilders	9.72 to 14.09
Bakers	14.58 to 16.52

Low as these wages are, they might be defended if living costs in Britain were no higher than they were twenty years ago. But that is not the case. Nowadays, except for clothes, rent, fuel and a few other things, the English shilling goes very little farther in England than the American quarter in the United States.

The general strike came—ostensibly—to back up the demands of the coal-miners; in reality, a "kick against poverty."

Could it have been avoided? That is extremely doubtful.

For years before the war the gulf between the British employing classes and the British working classes

Between Snobbery and Hob-nobbery

SNOBBERY is believing that only the lucky few are worth cultivating.

Hob-nobbery is believing that every Tom is as good as Dick, and every Dick as good as Harry.

Both are wrong if you are trying fairly to find the national market for a good article of commerce.

For such an article the potential market usually lies somewhere between one million and ten million homes. Among various possible indices of markets of that size, we have learned by eleven years experience to depend upon the home telephone. The presence in a home of a telephone is the surest indication that that home has contacts, broadened interests and a margin of income above bare necessities.

For eleven years The Digest has constantly sent its circulars into these telephone homes. Thus it has increased its circulation to more than 1,400,000 copies per week. It can confidently say, from the facts on record, that the best market is the telephone market and that the best million in this market is subscribing to The Digest.

This is an achievement unique in American publishing. It has created a medium which has *mass* circulation, large enough to serve any advertiser, and which also has *selective* circulation. It selects, not on the basis of wealth or aristocracy, but on the basis of *alertness*, because only the alert and the progressive find The Digest interesting.

The Digest has picked out of each community in the land, and at each income level, the active, intelligent ruling minds—those whose judgment is valid and vocal—whose good-will and patronage is the most valuable thing any business can possess.

Get Digest readers to buy your product—get them to buy it first and keep them buying it—and you'll sell not only to them but to the far greater number who follow where they lead.

The Literary Digest



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Business Opportunities

PUBLISHING BUSINESS, issuing specialized industrial periodicals can be bought, free and clear, for approximately \$100,000. Annual gross receipts 25% in excess of this. A going business, capable of good profits and considerable expansion under aggressive management. Terms to parties of experience and responsibility. Location: middle west. Harris-Dibble Company, 345 Madison Ave., New York, N. Y.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City.
Telephone Wis. 5483

Position Wanted

WIDE AWAKE

Young married man associated with printing and publishing business for six years, seeks position with agency, department store or manufacturer. Writes result-getting copy, understands type, layout, engravings; has sales experience. College trained, Protestant. Now employed. J. B. Robinson, Grove City, Pa.

EDITOR-WRITER, university trained, mature, with proven capacity for producing vivid, interesting and thought-compelling articles, seeks change from retail advertising to diversified job demanding initiative, newspaper sense and a higher-than-ordinary ideal of the function of the printed word; might consider travel; pleasing personality, Christian, single, Box 651, City Hall Station, New York, N. Y.

SECRETARY TO ADVERTISING EXECUTIVE

Eight years' experience, including four years as secretary to advertising agency officer; neat, accurate stenographer and typist; competent to handle all advertising records and other details; thoroughly familiar with bookkeeping, ordering, billing, checking and other advertising operation. Education: complete High School and Columbia University advertising course; age 25; salary \$40. Box No. 393, Advertising and Selling, 9 East 38th St., New York City.

GENERAL SALES MANAGER

Last six years with company marketing a nationally known food product. Particularly interested in an opening in food products line. Prefer headquarters in vicinity of New York or San Francisco. Desirous of making stock investment in company with which I become associated. Box No. 395, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted

If Henry Ford had said to you 25 years ago, "I'll give you a ground floor interest to write my financial advertising matter, sales plans, etc.," and you had taken a chance:— Today a recent invention presents as big an opportunity to a man of vision—If you possess both snappy and dignified styles and a broad knowledge of industry. Write Box 392, Advertising and Selling, 9 East 38th St., New York City.

Service

Artist, Lettering, Figures, Trade Marks, Expert workmanship, low pay. Pencil sketches free. Entire job attended to. Original selling art work visualized. Bryant 8610, Dommer, 76 W. 46th St., New York City.

Miscellaneous

STOCK ELECTROTYPES

Send Fifty Cents for 15th edition of the **SPATULA CUT CATALOG** and you will get your money's worth of entertaining pictures even if you never buy an electrotype of any one of the nearly 1500 advertising cuts illustrated. Mostly old style cuts. No big heads with little bodies. Spatula Publishing Co., 10 Alden St. Boston, 14, Mass.

BINDERS

Use a binder to preserve your file of Advertising and Selling copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding one volume (13 issues) \$1.85 including postage. Send your check to Advertising and Selling, 9 East 38th St., New York City.

BOUND VOLUMES

A bound volume of Advertising and Selling makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is \$5.00 per volume. Send your check to Advertising and Selling, 9 East 38th St., New York City.

widened and deepened. Labor became, increasingly, "class-conscious." Not only that, but the men who led labor—if not those who followed them—became more and more ambitious. When Ramsay MacDonald came into office, these men tasted power. They liked it. They want to enjoy it again.

During the War, British labor was rewarded as never before. Men—thousands and thousands of them—who had never known the thrill that comes from being paid more than two pounds a week were in demand at three or four times that wage. It was a new experience. They liked it. They want to enjoy it again. Both probably will enjoy their desires again.

There is no reason why they should not. We, in America, have solved the problem of high wages and low cost of production. Britain can, too—if she will.

Early Practices

[CONTINUED FROM PAGE 32]

"Would you have asked that question," countered Bonner, "if I had inserted it but once? I put it in to attract your attention."

So strongly did Bonner lean in the direction of attention value, that he is said never to have advertised twice alike. Sometimes his advertisement consisted of a fragment of a story; sometimes he took an entire page and left it all blank, except for two or three items in ten point in the very center. Again, he would take a blank page and put a few small display advertisements in the corner. He was nothing if not original.

Nobody knew what queer and unusual quirks he would concoct next. Make-up men of the newspapers almost went into nervous fits. One account has it that "he gave great trouble to the editors of the leading papers."

These tactics proved marvelously successful in building circulation. The *Ledger* became the foremost weekly in America. Despite the fact that he refused to open his columns to advertising, he made a great deal of money, and toward the end of the 1860's his income was said to have reached \$300,000 a year. Such profits from circulation alone are hardly conceivable in these days.

As prosperity grew, Bonner's head turned to other thoughts. He gave up business for trotting horses. The trotting horses did not prove so lucrative so he transferred his ingenuity from advertising to society. Again returns were meager. So later (which was probably in the "seventies"), Bonner tried to revive his drooping *Ledger* with some of his old tricks. But they had run their course. A new age was at hand. The revival failed, and the star of the House of Bonner was fast setting.

"GIBBONS knows CANADA"

J. J. Gibbons Limited, Advertising Agents

TORONTO

MONTREAL

WINNIPEG

High-Brow and Low-Brow Types of Direct Selling

[CONTINUED FROM PAGE 27]

letters, though they invariably simulate the personal touch. The lines are less expensive; selling and advertising helps are less numerous and less elaborate. Most of the small hosiery firms, many tailoring houses, shoe companies, shirt companies and auto accessory makers are of this type.

NEXT on our ladder we come to free outfit houses. Their chief object is to place the largest possible number of lines. The selling outfit seldom costs more than a dollar. The "no-deposit for outfit" appeal is used in the advertising to obtain a great many inquiries at a very low cost. The outfit—in the case of wearing apparel, at least—usually consists of a book of pictures, swatches, order-blanks, tape measure, return envelopes, sales manual and a "personal" letter of welcome and instruction from the sales-manager. The exact contents, of course, depend upon the type of merchandise being sold. Inquiries are procured by the thousands, from all sources, usually at a comparatively low cost. Circularization of purchased lists frequently plays a very large part in the placing of lines. The selling outfits are mailed promiscuously, immediately upon receipt of inquiry and without investigation.

This is a business of averages. The manufacturer knows in advance of advertising just how many lines of each hundred that he sends out will produce orders, and how many will not. He knows how many of the lines will send in one order—frequently an order for the use of the salesman himself or a member of his family—and never send in another.

He knows what percentage of the lines will develop into reasonably good salespeople, and exactly how much business he can count on receiving from them. He knows how many of them will develop into real producers. These he furnishes with a much more elaborate line, including actual samples of the merchandise, just as soon as they show any promise. The producing minority, of course, brings in enough business to pay not only for itself, but also for the waste in sending out lines to the non-producing majority. The budget given in the preceding article was for a firm of this type.

The business of a company of this sort comes from varied sources: First of all a strong play is made for a personal sample order from the salesman. The argument is that "the actual sample will help you sell." This order usually pays for the actual cost

of the advertising to obtain the inquiry, and for the line itself. Here the "Free Line" type of business begins to verge on the mail order method.

Business also comes from the few friends and neighbors who are sold by the salesman in his spare time. The agent in this case is usually not a real salesman, but a spare-time worker who sells to his friends and then quits. Even these few orders, however, are enough to show a profit because of the comparatively low advertising cost and the low cost of the line. The problem then is only to obtain enough of such salesmen.

Much business from free lines comes from men who devote the greater part of their time to selling something else. They will carry a small free outfit of this type in the same case as their main line, with which they pick up a few extra orders here and there. Frequently these men will send in a surprisingly large amount of business with these small, inexpensive lines. An instance of this is the tailoring salesman who sells shirts. This type of salesman would not carry a big selling outfit as his side line, because of its bulk and weight.

THE next rung of our ladder is made up of houses that depend for much of their business on small unit consumer sales and on a very small production per agent. The agent is usually a part time worker who makes the deliveries himself. He obtains a number of orders, lumps them, and sends one order to the house. The house ships the merchandise to him, either C.O.D. or on the basis of a letter of credit, and he does his own delivering. A strong effort is made to sell the agent a sample case and samples of goods. Most firms of this type carry food products, cosmetics and similar items of small sales unit. The business done by such agents in small towns and the foreign sections of industrial cities is tremendous.

On the next rung we find the type of direct-selling firm which does not go after real canvassers at all, but attempts to obtain women to take orders from their friends and neighbors, and earn useful premiums for the work. The advertising of such companies plays up premiums and free offers. The business is in many respects similar to the type described last. Selling to the agent on credit is frequently an important part of this type of business.

One more type includes the houses which sell pictures, perfumes, salves and similar small and low cost units

HOUSE TO HOUSE SELLING

Are you following the interesting articles on direct selling by Henry B. Flarsheim, secretary of the Marx-Flarsheim Co.?

The second article of the series, "High Brow and Low Brow Types of Direct Selling," appears on Page 27 in this issue. This series will be invaluable to the executive who is desirous of getting complete details of this much-misunderstood plan of reaching the consumer.

Mailing the coupon below will assure you of the balance of the house-to-house series of articles together with every issue for a year at a cost of \$3.00. The house-to-house series alone is worth that.

Advertising and Selling,
9 East 38th St.,
New York, N. Y.

Please enter my name for a year's subscription. Send me a bill for \$3.00 after I receive the first issue.

Name
Position
Company
Address
City

The Buying Power of 23,000 subscribers to

POWER PLANT ENGINEERING



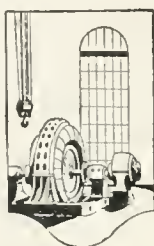
IN order to furnish the highest service to the power plant field of the United States, Power Plant Engineering necessarily limits itself to drawing upon foreign countries for such engineering ideas and methods as seem adaptable to the development of power in this, the greatest power-using nation of the world.

Its subscription men secure the subscriptions of

the men with buying power for the country's largest projected and operating power plants.

Advertisements in Power Plant Engineering receive the attention of over 23,000 progressive power plant men in the United States.

May we send you advertising rates and A. B. C. report which show the comparatively low cost of advertising to these 23,000 power plant buyers?



POWER PLANT ENGINEERING

Established over 30 years

A. B. P.

53 West Jackson Blvd., Chicago, Ill.

A. B. C.



The "COAST" is Building

Almost daily, some new development is begun on the Mississippi Coast. Thousands of acres of high, dry land, fronting on the water and dotted with majestic oaks, murmuring pines and magnolias, are being developed. People, from all over the United States, are building homes along this "Riviera of America." Palatial hotels; golf links; clubhouses; surfaced roads; bridges; sea walls—construction everywhere.

Advertisers can best cultivate this prosperous, growing group through The Daily Herald, which "Covers the Mississippi Coast."

THE DAILY HERALD

GULFPORT

MISSISSIPPI

BILOXI

Geo. W. Wilkes' Sons, Publishers



Be sure to send both your old and your new address one week before date of issue with which the change is to take effect.

THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.

50 Years of Service to the Architectural Profession and Its Results

THE AMERICAN ARCHITECT numbers among its readers several who have been continuous subscribers for half a century and its average renewal for a period of years is over 77%.

When considering the cultivation of this market write for information and the complete service we render.

239 West 39th St.

New York

through boys and girls, offering premiums like motion-picture machines, baseball outfits, dolls, etc. The children appeal to their families and neighbors, who usually purchase more out of a desire to help the child than because they have any real desire for the articles.

Other types of direct-selling which might be touched upon would be subscription salesmen, newsboys, salesmen put out by retailers, etc.

Now as anyone who has read this far can plainly see, the manufacturer contemplating direct-selling must decide for himself, in advance, just what kind of a business he is to develop. As is evident, there are many kinds of direct-selling. Seldom, or never, can features of all the methods be employed profitably in one organization.

Naturally, the question of method is not to be decided off-hand or by the inexperienced. Many factors will influence the decision. First and foremost, the type of merchandise. If it is low priced—a specialty easy to sell and requiring little sales talk, so that even the untrained and unintelligent agent can take a few orders, one of the plans described in the latter part of this paper may be most appropriate.

If the article requires extensive demonstration, intelligent sales talk and intensive sales effort, and particularly if the article sells for a considerable amount of money, the first or second plan may be best.

[This is the third of a series of articles by Mr. Flarsheim. In an early issue he will discuss "Making Advertising Dollars Go Further—As the Direct Sellers Do It."—Editor.]

Delegates of Democracy

[CONTINUED FROM PAGE 22]

it, try to get votes out of it, sometimes succeed, sometimes fail when the voters turn and rend the politicians whom they have discovered to be demagogues. But politicians pass. Laws come and go. Yet the inevitable change and growth of public opinion, the common morals of the common folk without laws and quite outside of government, do finally produce that balance of justice which from decade to decade makes it possible for commerce as one of the instinctive needs of modern man to thrive in a changing civilization. Kick at reformers as we will, rail at demagogues as we please, it will make no difference. From within our own commercial units—that is to say within our own trades and callings—business will respond to these intuitive urges of humanity for justice.

Men in business and in the professions today are all selling service. We are a lot of service peddlers with our packs on our backs, practically going from door to door offering our wares to each other. And, combined, all of us, each some sort of a service peddler,

make up the public. And it is not the policeman at the door who checks up on our goods, who regulates the character of our wares, who keeps us straight. The governmental policeman is noisy but not important. We can beat his game often.

But when we throw down our pack and open our sack to spread out our goods, we cannot fool the lady of the house. And despite the clamor and racket of the policeman, despite his whistle, his patrol wagon and the whole kit and accouterment of government outside of the house where we sell our wares, finally and in the last analysis we have got to please the lady of the house. The lady of the house being the instinctive sense of justice in the human heart which will have its way and will finally buy goods to its own liking upon its own terms and that frequently, and indeed generally, without bothering with the policeman, without resorting to the government to bind the bargain.

WE, who are selling service, whether under private ownership or under public ownership, must first of all consider the genius of the people to whom we are selling it. We could not sell American public utility service, crisp, shiny, snappy and tremendously competent, to any other country except America until we had educated that country along many lines. Democracy, by giving men and women political power, has developed a certain amount of economic freedom, shorter hours, better wages, self-respecting conditions of labor. The householder, growing up in those conditions of self-respect, no longer is willing to drudge. Hence the demand for electric power. And one way or another, whether by private ownership in increased profits, or public ownership in increased taxes, the householder is going to have that power in his home to save the drudgery which is distasteful.

And the more democracy we have, the more freedom we give to the common man who works with his hands, then the more light, heat, and power we are going to sell that man one way or another. And the newspaper or the public utility man who objects to democracy is just biting off his own nose to spite his own reactionary face.

We are in for a period of broadening democracy which does not necessarily mean much politics. The democracy which really counts in the world does not mean universal voting and the use of the political weapons of democracy. The democracy which really counts has come as the result of industrial and economic forces. Democracy means more in its economic and industrial phases than it means in its political phase. For indeed the political aspects of democracy are merely instituted to secure the economic benefits of democracy.

Let me illustrate. Twenty-five years ago the automobile was an aristocratic institution. It has been democratized.

Advertising Rate Increase

EFFECTIVE JULY 1, 1926 advertising rates in the FORUM will be as follows—General \$200 per page, Publishers \$135 per page, 4th Cover \$400, 2nd and 3rd Covers \$300. Rates based on a guaranteed average circulation of 60,000 net paid. ABC or rebate pro rata.

"Buy on a Rising Market"

Member Audit Bureau of Circulations

FORUM

America's Quality Magazine of Controversy

WALDO W. SELLEW, Advertising Manager, 247 PARK AVENUE, NEW YORK

PAIGE JEWETT

Spots local outlets for your nationally known product

You can give real *selling* impetus to your national advertising by spotting your local dealer-outlets for the millions who read your magazine and newspaper copy. Then, too, your dealer takes eagerly to this very effective and permanent form of advertising cooperation. For a Flexlume Electric Sign satisfies his local as well as your national needs.

"Is the cost high?" No. Let us show you how comparatively inexpensive it is to put this powerful "selling aid" into operation.

We also build exposed lamp and other types of electric signs for those who prefer or require them.



Flexlume Corporation
1460 Military Road, Buffalo, N. Y.
"Flexlume" Offices All Principal Cities

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Again let me illustrate the growth of democracy: Thirty years ago the electric light shone only in the proud windows of the rich. Now electricity has been democratized, and light, heat, and power go into the homes of the workers. There is no distinction between the light of the poor man's cottage and the light of the rich man's house, either in the rate one pays or the character of the illumination. We have democratized electricity as we have democratized the automobile. We are democratizing the radio as we have democratized the phonograph and the telephone. Our politicians have had very little to do with it. They will have little to do with the forces which are about to extend democracy further and further into our lives. And we who sell service, whether it be light in the form in which you sell it, or light in the form in which I sell it, should welcome this democracy and not fear the chatter of the politicians.

One fine thing the British strike has done; it has laid forever the fear of bolshevism. Prattle about communism is idle in a civilization where there is a dominant middle class, where democracy has genuinely taken hold of the life of the people. For nine days England stood firm. Why? Because the economic distribution of this world's goods was so equitable; every man had such a fair share of the things of this world.

We who are selling service are the distributors of democracy. It is the man who sells service, the man who makes well and distributes cheaply the material things of this civilization—that man is the guardian of our institutions. America is safe and sound. America is impregnable to the assaults of the discontented because America, by some inner commercial prescience, some deep economic intuition, sees that a great majority of her people enjoy the blessings of this marvellous civilization which American genius creates.

Ideas for Orders

[CONTINUED FROM PAGE 24]

facturing plants were faced with the problem of maintaining production in spite of an obvious labor shortage. The problem was a real one and caused much concern on the part of those who employed many hands to do the manual tasks necessary to keep the wheels of output turning.

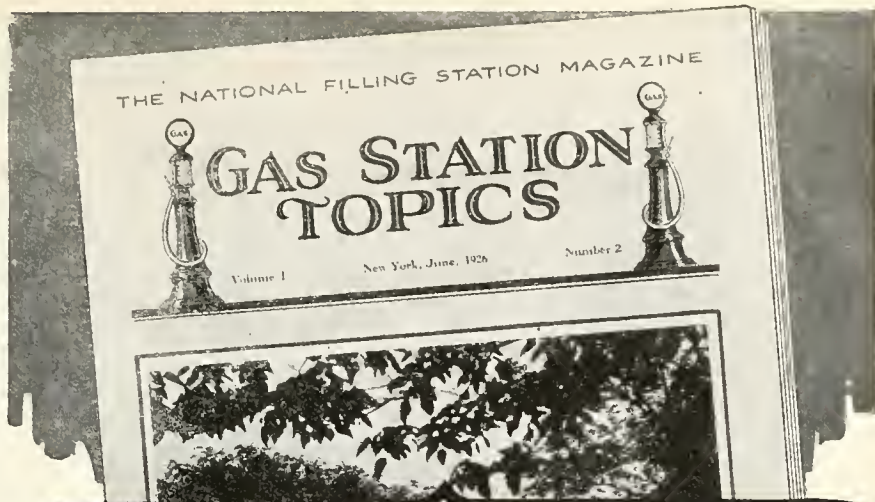
Into this situation came the Jeffrey Manufacturing Company, of Columbus, Ohio, builders of automatic material handling equipment. Realizing that the installation of their equipment would help solve the problem of labor shortage, this company brought a real idea to industry at a time when industry needed help. Secretary Hoover's department in Washington was then engaged in spreading throughout industry a program dealing with standardization and conservation of labor, and using this educational program as

a backing, Jeffrey started an intensive advertising campaign to interest industry in a big idea. Their material handling equipment was only incidental to the main thought, which was to give industry the idea that despite the promised shortage of men, its tasks might still be carried on with economy and profit.

SO certain was the Jeffrey Company that their idea was of real value to industry, that the advertising copy in its preliminary stages was taken to Washington and submitted to the direct representative of Secretary Hoover, who was in charge of this particular branch of educational work being carried on by the Government. The copy was approved and complimented upon as being of direct assistance in the program, and permission was secured to incorporate a picture of the Capitol hooked up to a brief statement that the adoption of material handling equipment was a step approved by Secretary Hoover. Thus the tie-up was complete and industry received an idea from a manufacturer backed by Government approval. Let me repeat that industry uses a buying yardstick entirely different from the standard of measurement used by the private consumer. The tools which industry uses in its work are looked upon simply as mediums through which certain results can be accomplished, hence ideas that sell these tools must be linked strongly to the things they will accomplish, figured in terms of new sales outlets, performance and results. In the privacy of his home a man may take pride in the ownership of an object of art, but the lathe which is placed in a machine shop instills no pride other than is found in the work it does and the dollars it earns. Successful selling to industry clings to this truth and never lets go.

That this seeming lack of interest in the industrial product itself is often carried to extremes is shown in the case of the salesman who brought a new idea to a certain large manufacturer concerning the methods used by the plant for generating power to run the machinery and heat the buildings. The entire presentation was built around greater fuel economy and less labor in the boiler room. Guarantees of savings were submitted and the idea was presented that out of these assured savings the manufacturer could build an addition to his plant to take care of expansion. So logically were the arguments presented and so attractive was the thought of the new building, that it was only toward the close of the conference that the salesman was asked what specific changes he proposed making. The fact that automatic stokers were to be substituted in place of hand-firing methods was almost a detail. It was the idea of the new building, erected out of the savings that was swapped for the order.

Summed up, a manufacturer can take from industry in proportion to what he gives in exchange, not combinations of iron and steel formed into products, but ideas to direct them.



The Magazine of a Great New Fast Turning Market

Price 25 Cents a Copy



What the Filling Station Buys and Sells in Addition to Gasoline, Oil and Equipment:

Foodstuffs
Soft Drinks
Cigars and Tobacco
Candy and Gum
Toilet Goods
Cameras and Films
Sporting Goods
Automobile Accessories
Tires and Tubes
Household Goods
General Merchandise



A NEW market for practically all kinds of merchandise! A great, thriving, virgin sales outlet! An entirely new and wide-awake class of merchants have almost overnight become a real factor in sales!

Trade follows the people. That's why the gasoline filling station has become the trading post of the highway and why every far-sighted sales executive is showing such keen interest in this new merchant—the filling station owner.

Let us tell you what this new market offers for your product and how you can reach 25,000 of these new merchants without waste through the pages of Gas Station Topics.

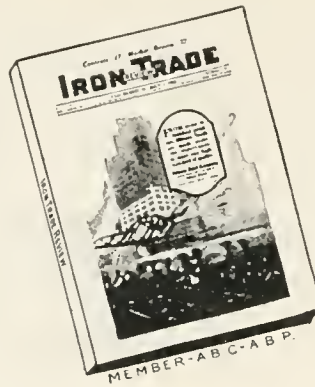
As a retailer of gasoline, oil, and accessories, the filling station owner is a better merchant than ever before—as a big sales factor in the distribution of general merchandise the filling station is growing by leaps and bounds.

Write today for sample copy

GAS STATION TOPICS

250 PARK AVE., NEW YORK





In the first four months of 1926 Iron Trade Review advertising showed a *gain* of 99 pages compared with the corresponding period last year.

The only weekly paper in its field to show in 1925 a gain in both advertising and circulation.

IRON REVIEW TRADE

A Penton Publication

Member A. B. C. and A. B. P.

Cleveland, Ohio

The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference. The Editor will be glad to receive items of news for inclusion in this department. Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL

Name	Former Company and Position	Now Associated With	Position
F. H. Hilson.....	H. K. McCann Co., New York, Space Buyer	"Household Magazine," Topeka, Kans.	Promotion
R. P. Willigan.....	H. K. McCann Co., New York, Ass't Space Buyer	I. A. Klein, New York	Representative
Bates Compton.....	H. K. McCann Co., New York	Same Company	Will take care of space buying for the present.
W. S. Ashby.....	Western Clock Co., La Salle, Ill. Adv. Mgr.	Resigned	
L. B. Richards.....	Western Clock Co., La Salle, Ill. Representative	Same Company	Adv. Mgr.
Thomas R. Gowenlock.....	H. W. Kastor & Sons, Inc., Chicago, Copy Chief	Kling-Gihson Co., Chicago	Vice-Pres. & Gen'l Mgr.
E. R. McBride.....	Frank Presbrey Co., Pittsburgh, Copy Staff	Barker, Duff & Morris, Pittsburgh	Copy Staff
M. H. Arends.....	"New York Commercial" Charge Food Dept.	National Farm News, and Fellow-ship Forum, Washington, D. C.	Adv. Mgr.
Fergus Mead.....	The American Appraisal Co., Milwaukee, Director of Publicity	The Buchen Co., Chicago	Staff
Brian Townend.....	Iliffe & Son, Coventry, England, Adv. Staff	Cadillac Motor Car Co., Detroit	Adv. Staff
John R. Lee.....	Dodge Bros., Inc., Detroit, Ass't Gen'l Sales Mgr.	Same Company	Gen'l Sales Mgr.
Paul M. Hollister.....	Barton, Durstine & Osborn, Inc., Boston, New England Manager	Same Company	New York Office, Sept. 1
Allyn B. MacIntire.....	Barton, Durstine & Osborn, Inc., N. Y., Acc't Exec.	Same Company, Boston	New England Mgr., Sept. 1
John Clayton.....	Buckley, Dement & Co., Chicago	District of Columbia Paper Mfg. Co., Washington, D. C.	Adv. Mgr.
Ruth de Forest Lamb.....	Ruthrauff & Ryan, New York, Copy Dept.	The G. Lynn Sumner Co., Inc., N. Y.	Copy Dept.
John H. Lemmon.....	Henri, Hurst & McDonald, Chicago, Copy Dept.	Klau - Van Pietersom - Dunlap - Younggreen, Inc., Milwaukee	Staff
Jerome B. Taft.....	The Richard A. Foley Adv. Agency, Inc., New York, Acc't. Executive	Joseph Richards Co., New York	Charge of Sales
R. E. Hutchinson.....	N. W. Ayer & Son, Chicago	American Legion Monthly, Chicago	Representative
W. M. Williamson.....	Calkins & Holden, Inc., New York, Production Dept.	Carl Percy, Inc., New York	Ass't Production Mgr.
Richard R. Harris.....	Pittsburgh Steel Products Co., Gen'l Sales Mgr.	Pittsburgh Steel Co., Pittsburgh	Gen'l Sales Mgr. for entire company
Howard E. Jones.....	The Nat'l Trade Extension Bureau of the Plumbing & Heating Industries Evansville, Director, Sales-Help Service	"Sheet Metal Worker," New York	Editor, effective July 1
J. L. S. Scrymgeour.....	Ford Motor Co., of Canada, Pub. Writer	C. C. Winningham, Inc., Detroit	Publicity and Copy Writer
Elizabeth Nash.....	Robinson Cohen Co., Detroit, Ass't Adv. Mgr.	C. C. Winningham, Inc., Detroit	Copy Writer
M. L. Crowther.....	"Oklahoma News," Oklahoma City, Business Mgr.	"Capper's Farmer," New York	Adv. Mgr.
Charles E. Sweet.....	"Kansas Farmer," Topeka, Kansas, Adv. Mgr.	The Capper Publications, Kansas	Ass't Adv. Director
Roy R. Moore.....	"Petroleum Age," Chicago, Editor	"Kansas Farmer," Topeka, Kansas	Adv. Mgr.
W. Telford.....	A. McKim, Ltd., Montreal, Order Dept.	Same Company	Mgr., Contract Dept.
Walter R. Brown.....	Billings-Chapin Co., Cleveland, Ass't Adv. Mgr.	John S. King Co., Inc., Cleveland	Staff
F. M. Tibbitts.....	"Dairymen's League News," New York, Business Mgr.	"The American Girl," New York	Business Mgr.
R. W. Anderson.....	Finley H. Greene Adv. Agency, Buffalo	The Krichbaum-Liggett Co., Cleveland	Production Dept.
Albert A. Scheg.....	"Oil Bulletin," Los Angeles, Adv. Mgr.	"California Oil World," Los Angeles	Gen'l Mgr.
Charles W. Flanigan.....	I. A. Klein, New York, Representative	"New York Evening Journal"	Nat'l Adv. Dept.
Lehman Hisey.....	Standard Oil Co. of California, Representative	"The Christian Science Monitor," Paris, France	Adv. Staff
Deane Moffat Linton.....	O-Cedar Corp., Chicago, Ill. Adv. and Sales Director	The Geyer-Dayton Co., Dayton, O.	
Charles W. Curran.....	Henri, Hurst & McDonald, Chicago	The Geyer-Dayton Co., Dayton, O.	Acc't Executive
Charles T. Mutchner.....	Rotospeed Co., Dayton, Ohio, Sales and Adv. Mgr.	The Geyer-Dayton Co., Dayton, O.	Publicity Dept.
Harry E. Burns.....	Russell Gress Organization, Orlando, Fla., Adv. Mgr.	Carl J. Balliett, Inc., Orlando, Fla.	Plan and Copy Chief
Edward T. Slackford.....	Marion Steam Shovel Co., Marion, Ohio, Adv. Mgr.	The Buchen Co., Chicago	Copy and Research Dept.

The New *McCLURE'S* The Magazine of Romance

A FOREWORD by the Editor Reprinted
Here Because It Tells So Well The New
Purpose of this New-Old Magazine



Arthur McKeogh, Editor of the new McClure's. Mr. McKeogh was formerly editor of the *Cosmopolitan Book Corporation* and, before that, Associate Editor of the *Saturday Evening Post*.

"I am Old and I am Young"

I AM old and I am young. I appear today for the first time as you see me, yet I have matured during three decades in the swift development of American life.

I have seen great wars; kings dethroned; and peasants uplifted; miracles of invention; civic upheavels; vast industrial enterprises in ruin and in resurrection.

Marconi knows me. And Edison. The Wrights launched their feeble planes as I hailed their courage. I saluted Bertillon and Montessori. Rockefeller in his might felt the power of my voice. Long ago Ford tinkered, and I was there.

Yet I am young again—striding out upon unbeaten roads, sailing uncharted, glamorous seas.

Comedy and tragedy, mystery and adventure, sentiment and love—these are my escorts. Ahead lies all romance—my goal. I set out in search of it.

I am the new *McCLURE'S*.

Young America goes with me. Because youth and romance are two words with the same meaning.

But my friends are the older ones, as well. If all the world loves a lover, all the world is my friend. And I shall capture the warmth of impetuous youth for slackening age to relive.

In the past, illustrious story tellers have been my inspiration. Rudyard Kipling, Conan Doyle, Anthony Hope built their fame on this continent in these pages that you finger. O. Henry, Jack London, Booth Tarkington, and Rex Beach were unknown when it was my good fortune to find them.

Now, as then, I seek young talent, young ambition, young ideals.

With youth to guide me, I shall reflect all modern life for you. And youth is content with nothing but the newest.

The galleon that was embossed boldly upon an older horizon becomes the sleek

express yacht against a contemporary sky. The feasts of imperial Rome are the revels of Broadway's night clubs. Homer's lyre is Whiteman's saxophone.

Yet underneath the altered forms of life, whether they be decried or approved, the honest splendor of love is unchanged and unchangeable.

Moonlight can be just as magic at 42nd Street and Broadway, or in the lanes of a small modern town, as ever it was above the old Venetian canals.

And so, with honesty of purpose, I shall tell you about yourselves as you like to be told.

Not from any pulpit. Not through pretentious campaigns. Not with any slogan to put the cosmos on its heels.

But romantically—so that your imagination, the lifeblood of the mind, may picture you to yourself as you would like to be. And thus you will be entertained.

THE EDITOR.

The new McClure's is published by International Publications, Inc., at 119 West 40th Street, New York; the rates are \$1.10 a line; \$450 a page. This is based on a guaranteed net paid A.B.C. circulation of 200,000. A copy will be mailed to any advertiser or advertising agent upon request. Write to R. E. Berlin, Business Manager.

Advertising
& Selling• **The NEWS DIGEST** •Issue of
June 2, 1926**CHANGES IN PERSONNEL (Continued)**

Name	Former Company and Position	Now Associate With	Position
George E. Ingham.....	The Caples Co., Chicago, <i>Vice Pres.</i>	H. E. Lesan Co., Chicago.....	<i>Vice-Pres. and Mgr.</i>
Stanley C. Speer.....	"Milwaukee Sentinel," Milwaukee.....	"Milwaukee Sentinel," Milwaukee.....	<i>Adv. Director</i>
V. W. Burnside.....	Natl Adv. Mgr. "New York Morning Telegraph".....	Same Company.....	<i>Adv. Mgr.</i>
Orsen Angell.....	College of Emporia, Kansas.....	"Nation's Business," Washington, D. C.....	<i>Prom. and Research Director of Adv.</i>
P. J. Gray.....	"Telegraph-Gazette," Colorado Springs.....	Broadmoor Hotel, Colo. Spugs., Colo.....	<i>Adv. Mgr.</i>
F. A. Arnold.....	Frank Seaman, Inc., New York.....	Resigned	
Greenville Talbott.....	"New York Sun," <i>Publicity Mgr.</i>	"The Fourth Estate," New York.....	<i>Associate Editor</i>
Oliver E. Everett.....	"Dairymen's League News," New York.....	"McCall's Magazine," New York.....	<i>Ass't Pro. Mgr.</i>
John Pierre Roche.....	McJunkin Adv. Co., Chicago, <i>Vice Pres.</i>	Roche Adv. Co., Chicago.....	<i>Pres.</i>
S. H. Giellerup.....	George Batten Co., New York.....	Sackheim & Scherman, New York.....	<i>Vice-Pres.</i>
H. J. Koch.....	Dodge Bros. Inc., Detroit, <i>Adv. Mgr.</i>	Same Company.....	<i>Director of Adv.</i>
Samuel F. Meleher.....	Wm. H. Rankin Co., Inc., New York.....	Patterson-Andress Co., Inc., N. Y.....	<i>Copy Dept.</i>
Ralph A. Meade.....	Sonora Phono. Co., New York, <i>Adv. Mgr.</i>	Henry Decker, Ltd., New York.....	<i>Account Executive</i>
E. W. Brewer.....	H. W. Kastor & Sons Co., Chicago.....	The Lamson Co., Inc.....	<i>Adv. Mgr.</i>
H. Kempner.....	"Lo-Hed" electric hoist division of American Eng'ring Co., Philadelphia	Same Company.....	<i>Sales Manager</i>
Elinor English.....	Hicks Adv. Ag'cy, Inc., New York, Sec'y.	Foote & Morgan, Inc., New York.....	<i>Copy Dept.</i>
H. J. Griffin.....	Frank Presbrey Co., Inc., New York.....	Foote & Morgan, Inc., New York.....	<i>Production Dept.</i>
W. R. Wright.....	"Baltimore American," <i>Adv. Director</i>	E. B. Knight, Inc., Indianapolis.....	<i>Vice-Pres.</i>
W. E. Kinnane.....	"Chicago Tribune," <i>Adv. Dept.</i>	The Van Allen Co., Chicago.....	<i>Acc't Executive</i>
Lester D. Morse.....	W. L. Douglas Shoe Co., Brockton.....	Same Company.....	<i>Adv. Mgr.</i>
George B. Hendricks.....	W. L. Douglas Shoe Co., Brockton.....	Same Company.....	<i>Director of Sales</i>
W. L. Dodd.....	Commonwealth Shoe & Leather Co., Brockton, <i>Adv. Mgr.</i>	W. L. Douglas Shoe Co., Brockton.....	<i>Sales Mgr.</i>
William LaVarre.....	"New York Times," <i>Magazine Dept Mgr.</i>	"The World," New York.....	<i>Charge Rotogravure and Advertising Dept.</i>
H. T. Hand, Jr.....	Doremus & Co., Boston.....	George Batten Co., Inc., Boston.....	<i>Acc't Executive</i>
W. A. Schreyer.....	Dairymen's League Co-operative Ass'n, New York, <i>Tax & Insurance Dept.</i>	"Dairymen's League News," N. Y.....	<i>Bus. Mgr.</i>

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
Midland Mfg. Co.....	Sandusky, Ohio.....	Toys & Boats.....	The Brotherton Co., Detroit
Homeland Co.....	New York.....	Real Estate.....	Street & Finney, New York
The Scientific Heater Co.....	Cleveland.....	Garage Heater.....	Oliver M. Byerly, Cleveland
The J. H. Grayson Mfg Co.....	Athens, Ohio.....	Rayglo Heaters.....	Robbins & Pearson Co., Columbus, O.
Wilmington Chamber of Commerce.....	Wilmington, Del.....	Community.....	H. E. Lesan Adv. Ag'cy, New York
The Automatic Movie Display Corp.....	New York.....	Vitalux Automatic Proj. and Display Cab.....	Critchfield & Co., New York
The Studebaker Corp. of America.....	South Bend, Ind.....	Automobiles.....	Roche Adv. Co., Chicago
The Chero-Cola Co.....	Columbus, Ga.....	Beverages.....	Roche Adv. Co., Chicago
Kling Bros. & Co., Inc.....	Chicago, Ill.....	Men's Clothing.....	Roche Adv. Co., Chicago
Central Commercial Co.....	Chicago, Ill.....	Silicate of Soda.....	Roche Adv. Co., Chicago
Chicago Concrete Post Co.....	Chicago, Ill.....	Concrete Posts.....	Roche Adv. Co., Chicago
Robert Hagen Tailoring Co.....	Cincinnati, Ohio.....	Men's Clothing.....	M. L. Staadeker Adv. Ag'cy, Cincinnati, O
The Laxaford Laboratories.....	Cincinnati, Ohio.....	Mfg. Chemists.....	M. L. Staadeker Adv. Ag'cy, Cincinnati, O
The Grimes Radio Engineering Co.....	Staten Island, N. Y.....	Radio.....	Evans, Kip & Hackett, Inc., New York
Del-Mar-Va Eastern Shore Ass'n.....	Salisbury, Md.....	Real Estate.....	H. E. Lesan Adv. Ag'cy, Inc., New York
Laminated Shim Co.....	Long Island City, N. Y.....	Vernay Shutters.....	Harry Varley, Inc., New York
Ponsell Floor Machine Co.....	New York.....	Floor Polishing.....	Sackheim & Scherman, Inc., New York
The Style-Arch Shoe Co.....	Cincinnati, O.....	Women's Shoes.....	The Marx-Flarsheim Co., Cincinnati, Ohio
The R. B. Specialty Co.....	Cincinnati, O.....	Radio Accessories.....	The Marx-Flarsheim Co., Cincinnati, Ohio
Imperial Underwear Co.....	Piqua, O.....	Men's Underwear.....	The Marx-Flarsheim Co., Cincinnati, Ohio
The F. M. Paist Co.....	Philadelphia, Pa.....	Fice Cent Confection "IT".....	Groesbeck-Hearn, Inc., New York
United Artists' Theatre Circuit, Inc.....	New York.....	Motion Pictures.....	Albert Frank & Co., New York, (Financial Campaign)
The Scovill Mfg. Co.....	Waterbury, Conn.....	Brass Goods & Metal Specialties.....	Manternach Co., Hartford, Conn.
Galey & Lord.....	New York, N. Y.....	Distributor of Fabrics.....	George Batten Co., Inc., New York
Edgar A. Murray Co.....	Detroit, Mich.....	Insecticides.....	The Fred M. Randall Co., Detroit
*Arco Vacuum Corp.....	New York, N. Y.....	Arco-Wand Vac. Cleaners.....	Evans, Kip & Hackett, Inc., New York
Thomas Strahan Co.....	Chelsea, Mass.....	Wall Paper.....	Lyddon & Hanford Co., New York

*A division of the American Radiator Co., New York, N. Y.



N.B. This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.

Mrs. Evanston... "G. M."

HER desk is no massive affair of glass-topped mahogany—just a slender-legged spinet creation, standing in a corner of the big living room. But what business is conducted from its dainty writing top!

For Mrs. Evanston is a real "General Manager." No whirring factory does her bidding, but in that equally important province—the home—her generalship is famous. Quietly, smoothly, the affairs of each day are ordered.

Yet, like every efficient executive, Mrs. Evanston has time for many outside interests. And like leaders in the outside business world, she is a regular reader of The Enquirer. Each morning finds this paper

on the spinet desk; each morning finds Mrs. Evanston reading it before she turns to household duties. And Mrs. Evanston is the rule, not the exception, in her community—to the 997 residence buildings, 747 Enquirers are delivered every day.

Is Mrs. Evanston's conduct of her home and her purchases for it (running into hundreds of thousands of dollars every year) connected in any way with the newspaper she reads? Only Mrs. Evanston and the advertisers in The Enquirer can tell you. Suffice it that there is a market rich in profits for the advertiser who cultivates it—before, not after, the shopping trip—with the medium Mrs. Evanston prefers—The Enquirer.

I. A. KLEIN

New York

Chicago

THE CINCINNATI

"Goes to the home,



R. J. BIDWELL CO.

San Francisco Los Angeles

ENQUIRER

stays in the home"

Advertising
& Selling

The NEWS DIGEST

Issue of
June 2, 1926

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
Helbein Stone Co.....	New York, N. Y.....	Helbros Watches	Lyddon & Hanford Co., New York
Prince & Ripley.....	New York, N. Y.....	Real Estate.....	H. E. Lesan Adv. Agcy., New York
Own-Your-Home Exposition.....	Chicago, Ill.....	Real Estate.....	H. E. Lesan Adv. Agcy., Chicago
Martin & Martin.....	Chicago, Ill.....	Household Spec.	H. E. Lesan Adv. Agcy., Chicago
Cornell Wood Products Co.....	Chicago, Ill.....	Cornell Wood Board....	H. E. Lesan Adv. Agcy., Chicago
Auburn Rubber Co.....	Auburn, Ind.....	Ustikon Rubber Soles...	H. E. Lesan Adv. Agcy., Chicago
Garrison Fire Detecting System, Inc.	New York, N. Y.....	Fire Systems.....	Evans, Kip & Hackett, Inc., New York
Brown Durrell Co.....	New York, N. Y.....	Hosiery and Underwear.	Olmstead, Perrin & Leffingwell, Inc., N. Y
Robert S. Strauss & Co.....	Chicago	Investment Securities...	The Van Allen Co., Chicago
The Graton & Knight Mfg. Co.....	Worcester, Mass.....	Machinery Supplies....	Barrows, Richardson & Alley, Boston
Maison Madeleine	Philadelphia, Pa.....	Beauty Preparations....	Mathewson & Sinclair, New York
Blair Mfg. Co.....	Springfield, Mass.....	Lawn Mowers.....	J. D. Bates Adv. Agcy., Springfield, Mass.
The United States Sand Paper Co....	Williamsport, Pa.....	Sand Paper.....	Myers-Beeson-Golden, Inc., New York
Lyon & Healy, Inc.....	Chicago	Musical Instruments....	Aubrey & Moore, Chicago (Wholesale Division)
The Toga Towel Co.....	Bethel, Conn.....	Bath Towels.....	The Manternach Co., Hartford, Conn.
Holyoke Silk Hosiery Co.....	Holyoke, Mass.....	Hosiery	J. D. Bates Adv. Agcy., Springfield, Mass.

NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issuance	Page	Type	Size
"The Infants' & Children's Review"	Haire Publishing Co...	1170 Broadway, New York....	June 2.....	Monthly			7x10
"Bean"	Beau Publishing Co....	50 Church St., New York.....	Sept. 15.....	Monthly			7 1/4x10
"Roadside Profits"	Lightner Pub. Corp...	Chicago	June 1.....	Monthly			
"Gas Station Topics".....	Gas Station Topics	250 Park Ave., New York.....	May 1.....	Monthly			7x10
	Publishing Co.						

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

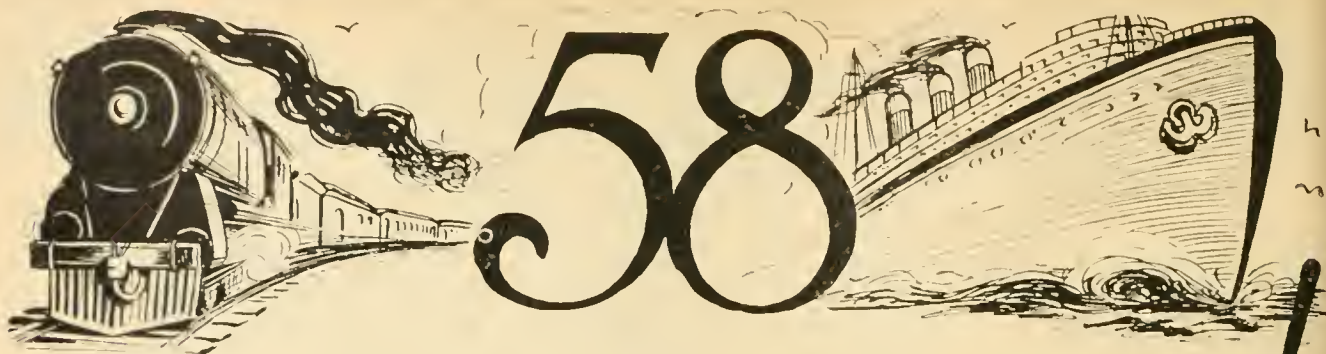
Bolland-McNary, Inc.....	570 Seventh Ave., New York.....	Advertising Agency.	J. E. Bolland, Pres. & Sec'y S. G. McNary, Jr., Vice-Pres. & Treas.
Hanford Ad-Check Bureau...	10 So. Second Ave., Mt. Vernon, N. Y...	Monthly Newspaper	Lineage of National Advertising
Roche Advertising Co.....	Stranss Bldg., Chicago.....	Advertising Agency ..	John Pierre Roche, Pres. Stewart Weston, Vice-Pres. D. C. Plank, Treas. M. F. Williamson, Sec'y

PUBLICATION CHANGES AND APPOINTMENTS

"National Farm News," Washington, D. C..	Appoints, A. H. Billingslea, New York, Eastern Representative and J. C. Billingslea, Inc., Chicago, Western Representative.
"United States Daily," Washington, D. C...	Appoints, Robert S. Farley, New York, as Eastern Financial Advertising Representative.
"Pacific Coast Undertaker," San Francisco...	Name Changed to "Mortuary Management."
"American Legion Weekly," Indianapolis...	Changed to Monthly, Effective July Issue.

MISCELLANEOUS

Lord & Thomas, Inc., and Thomas F. Logan, Inc.	Have merged and all offices in the United States and abroad will function as one company. Firm name will probably be Lord & Thomas & Logan, Inc.	A. D. Lasker, Chairman of Board, T. F. Logan, Pres.
Gayner, Inc., Los Angeles	Name changed to Gayner-Harris, Inc.....	Walter, Gayner, Pres.; M. F. Harris, Vice-Pres.
The B. C. Forbes Publishing Co.....	New Office General Motors Bldg., Detroit.....	David O. Murray, Manager
C. C. Winningham Adv. Agcy., Detroit.....	Name changed to C. C. Winningham, Inc.....	Officers and Board of Directors:—C. C. Winningham, Pres. and Treas., Sidney Willis, Vice-Pres., Harold E. Middleton, Sec'y, Harold E. Murphy, and Fred M. Barrett.
Atlas Letter Service, Inc., Chicago.....	Name changed to Atlas-Robinson Co., Chicago.....	Joseph H. Robinson, Pres., Samuel J. Robinson, Vice-Pres.
C. E. Brinckerhoff, Advertising, Chicago.....	New office Cleveland, Ohio.....	M. M. Wanderman, Manager



Railroads and Steamship lines

Advertise regularly in
The Columbus Dispatch
— Why!

THEY found and now know that in 1925 The Dispatch carried 136,672 lines of Railroad and Steamship advertising—more than the other two Columbus papers combined—that 94% or 100,400 of its 106,451 daily readers is concentrated in 33 counties having a population of more than a million intelligent 93.2% American-born citizens—that the reader interest and responsiveness to such advertising far exceeds their expectations—that the Dispatch is known and recognized as “Ohio’s Greatest Home Daily” and covers the great Central Ohio buying

power completely and conclusively.

Railroad and Steamship advertisers have in Central Ohio the most fertile and responsive area per advertising dollar cost to be obtained. No media enjoys more wholehearted confidence, goodwill and impels greater buying impulse than this great Central Ohio Daily—The Columbus Dispatch. Obviously such advertisers desiring the greatest tangible results in the

shortest possible time and at a cost in keeping with limited appropriations, naturally turn to The Dispatch. Once it is used, it is ever after included on Railroad and Steamship schedules.



The Columbus Dispatch

HARVEY R. YOUNG, Advertising Director

O'MARA & ORMSBEE, Inc.
 National Representatives

Peoples Gas Building
 CHICAGO, ILL.

280 Madison Ave.
 NEW YORK, N. Y.

Monadnock Building
 SAN FRANCISCO, CAL.

General Motors Building
 DETROIT, MICH.

Advertising
& Selling

The NEWS DIGEST

Issue of
June 2, 1926

CHANGES IN ADDRESSES

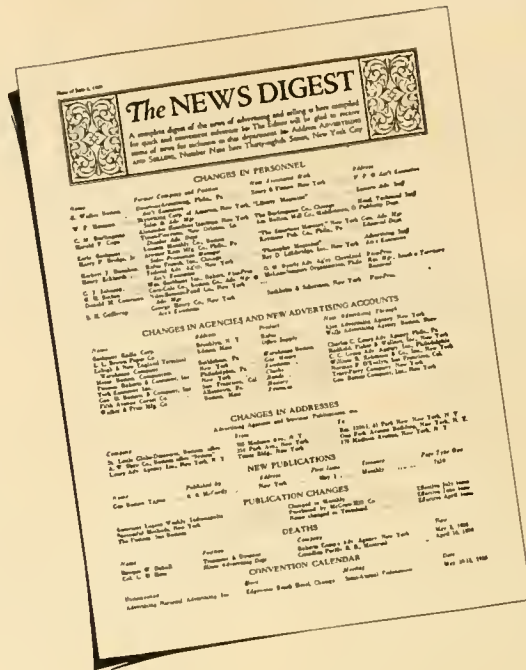
Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
R. B. Newell Co.....	Advertising Agency	14 W. Washington St., Chicago...	58 E. Washington St., Chicago
The Brotherton Co.....	Advertising Agency	Cass Ave., at Willis, Detroit.....	Cass Ave., at Grand Blvd., Detroit
Ingram-Richardson Mfg. Co.....	Manufacturers	227 Fulton St., New York.....	26 Cortlandt St., New York
Associated Dress Industries of America, Mfrs. Ass'n.....		1328 Broadway, New York.....	570 Fifth Ave., New York
A. B. Leach & Co., Inc.....	Investment Securities	La Salle & Monroe Sts., Chicago..	39 S. La Salle St., Chicago
The Hart Company.....	Publishers	360 N. Michigan Ave., Chicago...	367 West Adams St., Chicago
Tracy-Parry Co., Inc.....	Advertising Agency	347 Fifth Ave., New York.....	330 Fifth Ave., New York

CONVENTION CALENDAR

Organization	Place	Meeting	Date
Associated Adv. Clubs of the World...	Philadelphia, (Univ. of Penna.)...	Annual	June 19-24
Associated Adv. Clubs (12th District)...	San Francisco	Annual	July 5-8
Financial Advertisers Ass'n.....	Detroit	Annual	September 21-23
Window Display Adv. Ass'n.....	New York, (Pennsylvania Hotel) ..	Annual	October 5-7
American Ass'n Adv. Agencies.....	To Be Decided at July Meeting....	Annual	October 13-14
Direct Mail Adv. Ass'n (Eastern).....	Detroit, (Hotel Statler).....	Annual	October 27-29

and now— The Revised News Digest



Complete, Accurate, Convenient

It fills a need that has long been felt; it condenses and classifies *all* the news and places it at your finger tips in a single section—to be perused at a glance and to be filed at your leisure. A complete history of contemporary advertising in fortnightly installments, it makes other news sources superfluous and saves you the hours previously spent in thumbing through interminable, diversified publication pages. Turn to page 91 and you have it complete. And if you are reading a borrowed copy, turn back to this page, sign the coupon below and mail it now.

ADVERTISING AND SELLING
9 East 38th Street, New York City

Canadian, \$3.50
Foreign, \$4.00

Enter my subscription for one year and bill me for \$3.00.

Name Company.....

Address Position.....

Advertising & Selling

PUBLISHED FORTNIGHTLY

Public Library,
Kansas City, Mo.



Public Library,
Kansas City, Mo.

Drawn by Norman Rockwell for Pratt & Lambert, Inc.

JUNE 16, 1926

15 CENTS A COPY

In this issue:

"What Ails Radio?" By H. A. HARING; "When You Borrow Money at the Bank" By AMOS STOTE; "Making the Direct Seller's Advertising Dollar Go Furthest" By H. B. FLARSHEIM; "Winning the Market Without a Price War" By W. R. HOTCHKIN; "Public Is the Only Gainer" By JOSEPH A. RICHARDS

These Food Buyers Are Representative of the Chicago "Advertisers' Market"



A TYPICAL SESSION OF THE CHICAGO DAILY NEWS 1926 COOKING SCHOOL

THE CHICAGO DAILY NEWS is notably an effective medium for food advertising—of which it carries more than any other Chicago daily paper*—and for the same reason it is Chicago's basic market for advertisers in other lines.

More than 75,000 women (and men) attended the twelve sessions of The Chicago Daily News 1926 Cooking School—eager, alert, substantial members of "The Daily News Family" who read Daily News advertising as a matter of course to guide their daily buying.

Whether you have a food product to advertise in Chicago or any other article that appeals to readers of advertising, your fundamental market, as proved by the experience of other advertisers, is

THE CHICAGO DAILY NEWS

First in Chicago

⌈ **In the first five months of 1926 The Daily News published 415,791 agate lines of Grocery Products advertising—55,919 lines more than the next Chicago daily paper.* ⌋

Cars that rust in peace in the grave yards behind Repair Shops

THEY stand in a pathetic group, with weeds poking through their wheels and puddles of dirty rain-water on their broken running boards. You've seen them many times, those cars that have made their last trip. Has it ever occurred to you that most of them are casualties in the endless war that is waged in a motor between deadly heat and friction—and motor-oil?

The way your motor operates today depends on how well its motor-oil fought heat and friction yesterday—and last week—and a month ago.

Why many motor-oils fail

When a motor-oil goes into action it is no longer the cool, gleaming liquid that you see poured into your crankcase. Only a thin film of the oil actually holds the fighting line. This film covers all the vital parts of the motor and comes between all the whirling, flying metal surfaces. As long as that protective film remains unbroken, the motor is safeguarded from destructive heat and friction.

But the oil-film itself is subjected to terrific punishment. It must withstand the bitter lash of searing, scorching heat—and tearing, grinding friction.

Fatsoo often ordinary motor-oil fails. The film, under that two-fold punishment, breaks

and burns. Through the broken, shattered film vital parts of the motor are exposed. Hot, unprotected surfaces chafe against each other. Withering heat attacks the raw metal. Insidious friction begins its work of destruction.

Then, before you even know your motor-oil has lost its fight, you have a seized piston, a scored cylinder or a burned-out bearing. And you find

yourself paying big bills to the mechanic who repairs the damage.

The "film of protection" that does not fail

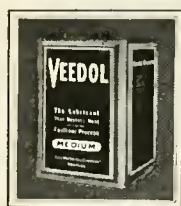
Because the whole secret of correct motor lubrication lies in the protective oil-film, Tide Water technologists spent years in studying not oils alone but oil-film. They made hundreds and hundreds of laboratory experiments and road tests. Finally they perfected, in Veedol, an oil that offers the utmost resistance to deadly heat and friction. An oil which gives the "film of protection"—*thick as tissue, smooth as silk, tough as steel.*

In fast increasing thousands, car owners are learning that the Veedol "film of protection" is a motor's most steadfast defender. Stop, today, at the first orange and black Veedol sign and have your crankcase drained and refilled with the correct Veedol oil for your particular motor; this is designated on a chart, the Veedol Motor Protection Guide, which the dealer has. Or, better still, let the dealer give you complete Veedol lubrication—the "film of protection" for every part of your car.

Then you can be certain that the fighting "film of protection" is on the job safeguarding your motor. That means fewer casualties in the war with heat and friction. And when you turn your car in, the resale price you receive will be a genuine tribute to your motor's most steadfast defender—the Veedol "film of protection."

Tide Water Oil Sales Corporation, 11 Broadway, New York. Branches or warehouses in all principal cities.

Any honest repairman will tell you that more than 75% of all the engine repairs that keep him busy are caused by the failure of your motor-oil to win its mortal fight against friction and heat.



Veedol in your motor forms a "film of protection"—thick as tissue, smooth as silk, tough as steel. Why not put the "film of protection" on the job safeguarding your motor against deadly heat and friction?



An advertisement prepared for the Tide Water Oil Sales Corporation

Facts need never be dull

The man in the street isn't interested in the life of Shelley. But call it "Ariel", write it as a love story and you have—a best seller.

The man in the street doesn't give a thought to bacteriologists. But call them "Microbe Hunters", make them adventurers, and you have—a best seller.

The man in the street doesn't care about biology. But call it "Why We Behave Like Human Beings", write

it in the liveliest newspaper fashion, and you have—a best seller.

The man in the car doesn't think about motor oil. But call it the "Film of Protection", write it as a war story, and you have—a best seller.

We shall be glad to send interested executives several notable examples of advertising that has lifted difficult subjects out of the welter of mediocrity.

Joseph Richards Company, 257 Park Avenue, New York City.

RICHARDS , , , , *Facts First—then Advertising*

Dealer Influence

A *TRADE* paper, presumably, has powerful "dealer influence"—if its readers are dealers. A good newspaper has both "consumer" and "dealer" influence—because it is first of all a consumer medium and, because dealers, appreciating its tremendous effectiveness with the consumer, yield readily to its "influence"—born of its hold on the consumer.

NO medium of general circulation can possess some strange, mysterious "dealer influence" as a thing apart—for "dealer influence" is the natural and inevitable outgrowth of "consumer influence." It is looking at "consumer influence" through dealers' eyes.

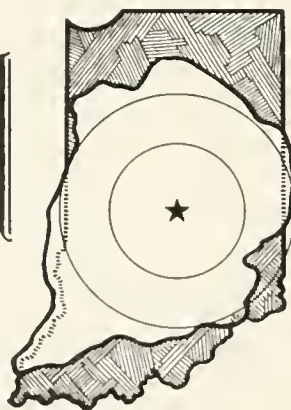
Dealers are human. Outside of their own particular trade they are consumers. They know whence comes the influence to which they respond as consumers. In their own trade, the "dealer influence" most effective with them is a wholesome respect for the "consumer influence" of the medium they know by experience can shape and re-shape the buying habits of their consumer-customers.

The medium with the most enduring and powerful consumer influence is the one

which wields the greatest influence over the buying attitude of the dealer, who must himself buy what his customers want.

In Indianapolis and the Indianapolis Radius, that remarkably rich and responsive market of nearly 2,000,000 persons, dealers have learned through half a century of experience to respect the tremendous consumer effectiveness of The Indianapolis News.

They are influenced by consumer advertising in The News. Profoundly. For maximum dealer influence in Indianapolis you must use the medium that Indianapolis dealers know has no parallel as a consumer medium—the medium they use themselves to reach the consumer—The Indianapolis News.



THE INDIANAPOLIS NEWS

New York, DAN A. CARROLL
110 East 42nd Street

FRANK T. CARROLL, Advertising Director

Chicago, J. E. LUTZ
The Tower Building

Everybody's Business

By Floyd W. Parsons

A FEW years ago it took 14 yards of material to make a woman's dress—now only four are required. We had five-cent movies, five-cent ice-cream sodas, three-dollar shoes and 50-cent dinners with seven courses. The doctor charged but a dollar a visit, and the best seats for the finest shows cost \$1.50. Good board was five dollars a week, and the butcher taxed us nothing for the liver we took home for the dog.

It is just a step back to the wooden ships that required 130 days to make the trip from England to India. At that time hot water was a costly luxury, and while it may have been an age of romance and chivalry, the people were notoriously unwashed. Small pieces of aluminum and other metals now commonly known were then displayed as laboratory curiosities. No practical uses had been discovered for magnesium, vanadium, tungsten and manganese.

Now we hear the roar of the mail plane over the routes of the old Pony Express. Hot water is available at the turn of a cock. Gas that had one use and cost six dollars, now has 5000 uses and costs one dollar. Ocean liners of 55,000 tons have been substituted for those of 12,000 tons. On the silver screen we see the sun pierce the clouds and the bud break into flower. The marvel of the age—radio—is the plaything of school-boys, and one farmhouse in three gets its market reports from a household radio set.

The fiction of Jules Verne has become fact. What will be the outcome of this amazing progress? Are we going to induce mental decay by making things too easy? Are we to become insensitive to the delicate values of life? Will we measure success only in terms of dollars and let our passion for quantity blind us to the merits of quality? Such questions are heard on all sides.

It is difficult to understand why we should be afraid to live in a machine age. Relieving folks of hard manual labor will not mean the degeneration of muscle. Nor is it bad for us to see in a few minutes on a screen all of the incidents of a story that would require hours of reading. Pictures will not supersede print, nor the inrush of jazz deprive us of time for sober thought.

We cross bridges before we reach them and lay undue emphasis upon a few unfavorable facts. In a quarter of a century we have doubled the per capita consumption of candy, tripled that of drugs, quadrupled that of cosmetics and increased the consumption of cigarettes thirtyfold. Important as these things may be, they fade away into comparative insignificance when set in their proper places in the complete picture



of a quarter-century's progress.

Some of our institutions have been shaken and our morals slightly bent by our inability to digest new knowledge fast enough. But for every new evil we have removed a far greater menace. We may be doing things to hurt our bodies, yet the average span of human life has been increased 12 per cent in a few decades. If we are spending more money for bunk, we are also spending more for tooth brushes and soap. If women are buying more paint and powder, they have done away with long trains, useless petticoats, armored corsets and the 16-inch waistline. The neck-chokers men wore have gone the way of the wooden Indian, and most of our modern songs are quite the equal of "The Cowboy's Lament" and "After the Ball Is Over."

Each new invention is linking nations closer together. No dictator can prevent an invasion of his dominion by thought and news through the atmosphere. Life is becoming simple—not complex. Our alphabetic method is far easier than primitive picture writing. The invention of algebraic symbols has greatly simplified the mathematics of yesterday. Even our clothes and our architecture are tending to simpler forms.

Mechanical devices have increased the productivity of workmen, enlarged their earnings and given them time for other activities. The boredom has been taken out of farming, thereby cutting the cost of living. The phonograph and wireless have relieved us of the necessity of looking pleased when forced to submit to the ordeal of certain brands of home-made music.

If it is true that our ideals are submerged in materialism, what is more important than for a young nation to give first attention to building up economic security? As our people acquire dollar-independence, they will find time to go into non-material fields. We are a nation of engineers, and there will always be a conflict between the philosophies of the engineer and the social theorist. Just as our industrial leaders are showing the world the way in employing automatic methods for the purpose of raising wages, shortening hours and lowering prices, so will they take the lead in the development of things mental and spiritual.

Our civilization is a success, and it is absurd to assume that we must smash our automatic devices in order to develop art, culture and statesmanship. Many who criticise America are prompted by motives that are rooted in the soil of international trade competition. There is no need for us to be so reverent in the presence of European philosophies, nor for us to go on apologizing for our industrial achievements.

When Nation's Business Talks Banking—

it talks not primarily to its 17,000 banking readers, but to 203,000 other business readers on the outside of the teller's window.

When Nation's Business writes of insurance, it has in mind not its 10,000 insurance company readers, but 210,000 other readers who pay insurance premiums.

When it writes of business and law-making, it has in mind

not professional economists and lawyers, but the every-day man who is eager to know what goes on in the world of business and government.

That's Nation's Business, a magazine of all business for every business man. It is the one periodical that pictures to him—crisply, picturesquely, entertainingly—the great currents of business and government that are affecting American life.

MORE than 220,000 business men read Nation's Business every month.

Nation's Business is the connecting link between the man who drills for oil in Oklahoma and the man who directs a department store in Boston.



MERLE THORPE, *Editor*

PUBLISHED MONTHLY AT WASHINGTON BY THE CHAMBER
OF COMMERCE OF THE UNITED STATES

ONCE MORE

All Advertising Records
Broken in May Business

For five years October, 1920, stood as the record month in the history of The News in point of volume of paid advertising; this record was broken in October, 1925, and that new record was again smashed in November, 1925. April, 1926, went ahead of November and now comes May to set another new mark.

Total Volume of Paid Advertising For May, 1926

LOCAL	1,181,194 Lines
Classified	184,996 Lines
National	325,752 Lines
<hr/>	
TOTAL	1,691,942 Lines

The newspaper situation in Birmingham is constantly changing—in favor of the increased dominance of The News. For many years The News has had an overwhelming supremacy in volume of paid advertising. The margin is wider today than ever before. The total volume of paid advertising carried by The News in May, 1926, was an increase of approximately 14,000 lines over April, 1926, and an increase of more than 196,000 lines over May, 1925.

For the first five months of 1926, The News has gained more than 733,000 lines of advertising over the same period of 1925, a much larger gain than has been achieved by any other Alabama newspaper.

Only a continuous record of result-producing over a long period of years could achieve the magnificent totals recorded month after month by The News, and only a continuously increasing supremacy in result-producing could have achieved four new records in a period of eight months.

The lowest cost-of-advertising per-dollar-of-results-produced has been for years the consistent achievement of The News, for the advertiser is not interested in the cost of advertising per line; he is interested only in cost per dollar of returns from his advertising.

Birmingham's prosperity today is the result of increasing population, expansions and developments born of stabilized confidence in the future of Birmingham.

High Water Mark

Net Paid April

Daily 81,088; City 48,000

Sunday 93,822; City 51,000

THE NEWS GIVES
TO ADVERTISERS

—Complete Effective Coverage

—True Reader Acceptance

—Permanent Prestige

—Results with Profits

Comparative Space Report of the Three Birmingham Papers
For First Five Months, 1926, in Lines

	NEWS		AGE-HERALD		POST	
	1926	1925	1926	1925	1926	1925
Local	5,384,442	4,945,108	2,335,578	2,381,876	1,842,274	1,444,982
Classified	909,580	785,162	630,224	586,362	211,932	118,748
National	1,402,478	1,232,070	628,726	618,674	325,458	261,870
TOTAL	7,696,500	6,962,340	3,594,528	3,586,912	2,379,664	1,825,600
Gain	734,160		7,616		554,064	

THE NEWS GAIN IN NATIONAL LINEAGE,
1926 OVER 1925, IS 170,408 LINES

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

National Representatives

KELLY-SMITH COMPANY

Marbridge Building
New York City

Waterman Building
Boston, Mass.

Atlantic Building
Philadelphia, Pa.

Tribune Tower
Chicago, Ill.

J. C. HARRIS, Jr., Atlanta

The Baltimore News
goes into more than
100,000 of the 196,000
homes in Baltimore

The net paid daily cir-
culation of the News for
April was 124,636

The Baltimore News
Baltimore, Md.

Announcement
To National Advertisers

and

Advertising Agencies

The National Advertising
Departments

of

New York Evening Journal
Baltimore Evening News
Baltimore American
Washington Evening Times
Washington Herald
Atlanta Evening Georgian
Atlanta Sunday American

are combined with
offices in

New York—Chicago—Detroit

New York Office:

W. G. HOBSON, Eastern Manager
2 Columbus Circle

Telephone: Circle 5400

Chicago Office: Detroit Office:

F. E. CRAWFORD FRANKLYN PAYNE

Western Manager Representative

913 Hearst Bldg. 1351 Book Bldg.

All under direction of:

JAMES C. DAYTON, Publisher
NEW YORK EVENING
JOURNAL

Hidden Assets *of* Good Will

How can the hidden assets of a magazine be judged?

The assets of greatest value in a business cannot easily be weighed and measured. Good Housekeeping's hidden assets of Good Will cannot be exactly determined. How, then, can they be judged?

AN OBJECT of paper and ink, consisting of text and illustrations, mailed to subscribers or offered for sale at newsstands—how can you judge offhand the difference between this magazine and another?

The element of greatest value in a magazine is, after all, one that remains unseen. The Good Will that a magazine enjoys cannot be inspected on the newsstand. It is an intangible fact and therefore most difficult to judge.

But one indication of that Good Will is the experience of advertisers. The medium which has proved most efficient for their purpose is naturally the one of which greatest use is made.

It is to be expected that advertisers of Household Equipment and Supplies, for example, would give that magazine the most work to do which is most efficient in serving their needs.

Such an expectation is fulfilled. Among the six leading women's

magazines, during 1925, Good Housekeeping carried 193 Household Equipment and Supply accounts; the second magazine, 80. Good Housekeeping carried 91 such accounts exclusively; the second magazine, 3. Good Housekeeping had 434³/₄ pages of such advertising; the second magazine had 267.

But the most convincing test—the most reliable way to reveal these hidden assets of Good Will—is to ask some woman whose opinion you value, "What good does Good Housekeeping do you?"

GOOD HOUSEKEEPING

CHICAGO

NEW YORK

BOSTON

This is the third in a series.



ATLANTA ranks 6th City

—the South reports a 20% Building Increase
while the National Record Drops

WHILE building in other sections is slowing up, the national average dropping off 7%, according to latest available figures, the South continues her great construction program, reporting a gain of 20%.

Atlanta led all Southern cities with a total of nearly six million for February alone, and ranked sixth city in the United States. Bank clearings continue to shatter all previous records.

Business is good in the South. Sales quotas in practically every line must be constantly revised upwards as actual volume continues to surpass the forecasts of the most optimistic executives.

Big Volume the Reward of ATLANTA Location

Conceded to be the fastest growing market in the country, the South offers the greatest rewards to those manufacturers who have established branch factories and warehouses at the most strategic point for

rapid distribution. Nearly six hundred of the greatest names in business today have selected Atlanta as the most logical manufacturing and distributing point for the South, and in many cases Atlanta branches lead the entire country, both in rate of increase and in volume of business.

Point by point, Atlanta satisfies the major requirements of practically every branch of industry. Plentiful industrial sites at moderate prices. Raw materials within easy reach at low cost. Intelligent, satisfied and highly efficient Anglo-Saxon labor. Power at a cost second lowest of any industrial center in the country. Fuel and water at low cost. Ample financial facilities. All important factors contributing to larger net profits.



Send for this booklet

It tells the fundamental advantages which have attracted nearly 600 nationally known concerns, that serve the South from Atlanta.

Let Our Industrial Engineers Serve You

Our Industrial engineers will gladly report on conditions here as applied to your own particular problems of production and distribution. An intensive industrial survey, thorough in every detail, made without bias and based solely upon facts, will be made for responsible manufacturers without obligation or cost. All communications held in strictest confidence.

Write the
INDUSTRIAL BUREAU
—U.S. Chamber of Commerce



ATLANTA

Industrial Headquarters of the South.



Buffalo the Wonder City of America

Here Is the Story of Automobile Display Advertising in Buffalo

For the first four months of 1926 the automobile display lineage in Buffalo newspapers was as follows:

In the Daily Newspapers			
NEWS	Times	Courier	Express
229,953	79,934	54,501	85,385
In the Sunday Newspapers			
No Sunday Issue	179,631	186,055	133,366

Note that the NEWS is far in the lead in the daily field and that even when the Sunday issues are added to the daily figures there is very little difference between the 6-day NEWS and the 7-day papers.

These figures are for passenger car display advertising only and do not include used car classified ads. The NEWS, as everyone in Buffalo knows, carries exclusively practically all of the used car classified ads.

The trend of automobile advertising toward the Buffalo NEWS is a reflection of the changing policies in automobile retailing. The day of easy business has passed for the automobile dealer. He can no longer wait for buyers to come to him—he must go after buyers—using the most effective selling and advertising methods. With this change in the merchandising of automobiles, more care is being used in selecting advertising mediums. So-called free publicity must give way to effective circulation. The newspaper with the big buying audience must be used in preference to papers with smaller distribution. *Automobile buying is passing and automobile selling is here.* Successful selling requires the presentation of your sales story to the greatest audience as frequently as possible. That is why automobile dealers are choosing the NEWS.

Cover the Buffalo Market with the

BUFFALO EVENING NEWS

A. B. C. Mar. 31, 1926
134,469

EDWARD H. BUTLER, Editor and Publisher
KELLY-SMITH CO., National Representatives

Present Average Over
140,000

Marbridge Bldg., New York
Waterman Bldg., Boston

Tribune Tower, Chicago
Atlantic Bldg., Philadelphia

POWER

Fred R. Low

Editor in Chief. Past President A.S.M.E., Past Member American Engineering Council, Chairman A.S.M.E. Boiler Code Committee, Chairman A.S.M.E. Power Test Code Committee, Author of several Engineering works, Member Nat. Assoc. Stationary Engineers—an outstanding figure in the industry. Editor of POWER for 37 years.

A. D. Blake

Associate Editor of POWER for 15 years. Graduate Mechanical Engineer, 3 years power plant construction experience—Member A.S.M.E., N.A.S.E., Member A.S.M.E., Sub-committee on Industrial Power.

C. H. Berry

Associate Editor. Formerly Assistant Professor Steam Engineering at Cornell, then Technical Engineer of Power Plants, Detroit Edison Company. Member A.S.M.E. Power Test Codes Committee, Chairman A.S.M.E. Sub-committee on Steam Turbines, Member American Refractories Institute.

F. A. Annett

Electrical Editor. Five years instructor in Electrical Engineering, five years in the design, construction and operation of electrical machinery, and eleven years on POWER Editorial staff. Member A.I.E.E., N.A.S.E. and Association Iron and Steel Elec. Engineers.

L. H. Morrison

Oil Engine Editor. Graduate Mechanical Engineer, 15 years experience in design, erection and operation of oil engines. Sec. Gas Power Section of A.S.M.E., Member N.A.S.E. Author authoritative works on oil engines.

P. W. Swain

Associate Editor. Graduate of both Yale and Syracuse. Instructor in Power Engineering at Yale for two years. Chairman Papers Committee of American Welding Society, Chairman Sub-committee on bibliography of feed water investigation, A.S.M.E. and N.E.L.A. Member N.A.S.E.

A. L. Cole

Three years of design experience, 8 years as chief engineer of a 15,000 k.w. station. Specializes on boilers and powdered fuel. Member A.S.M.E.

Thomas Wilson

Western Editor. Graduate engineer, 20 years practical experience. Member A.S.M.E. and Western Soc. of Engineers. Member Executive Committee of Chicago Section A.S.M.E. Member N.A.S.E.

F. L. Beers

Copy Editor. Member of POWER Staff for 25 years to whose hands all copy must go for final check and approval.

These Men Make
POWER

Devoted to the Power Problems
of All Industries

Where Do They Look for the Real Power News?

When a new development in power plant practice is announced, where do engineers look for an authoritative analysis of its importance?

When a radically new type of power plant equipment goes on the market, where do engineers look for a shrewd prediction of its future?

When a great power project goes into service, where do engineers look for a reliable description of its features?

When a power plant drama gets into the headlines, where do engineers look for a sane estimate of the responsibility?

They look to POWER—

Because POWER is edited by experts (note them!), men who know their field, men of judgment and experience.

No wonder, then, that the quality of POWER editorship is reflected in the quality of its readers!

And those readers—the responsible men of the industry—the men always eager for the real news—the men who think and plan—are also the men who buy.

Thus POWER is the most responsive sales-medium for those concerns who sell to the power plant industry.

A.B.P.

A.B.C.

Published
at 10th Ave. and

36th St.,
New York

By the McGraw-Hill Publishing Co., Inc.

Are YOU using POWER to lead
your sales to a wider field?

The Boiler Factory is a Poor Auditorium

MEN who work in a boiler factory get so used to the racket that they don't notice it. But when you try to talk to them, they can't hear you.

People who live in big cities are surrounded by a tremendous advertising racket. They are completely saturated with advertising of every known kind and description. The only time they escape from it is when they are asleep. Is it any wonder they don't hear you when you ask for a share of their patronage?

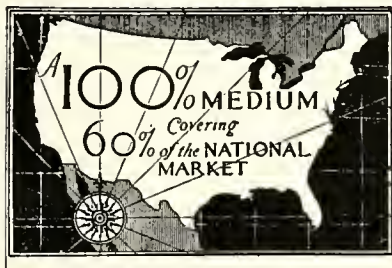
The small town and country districts are the only quiet spots left in America—the only places which are free from the roar of the spectacular advertisement. You get a hearing there. Practically all the advertising that gets into the country family is carried there in the modest, friendly pages of The Country Newspaper they read.

This small town and country field buys 60% of all the merchandise marketed in America. The only way you can cover it adequately is through the use of The Country Newspaper. That is the ONE medium that goes into every home, that is read by all the family, and that enables you to tie up closely with the advertisements of the local merchants who carry your goods.

The rural folks have time to read. They have money to spend. The Country Newspaper has only a few pages—your copy, even though small, is not buried deep in many pages of advertising. You get attention—you get a hearing—you get results.

The Country Newspaper will carry your message to 9½ million homes—or to any section, zone or group of States you wish to cover. Compared with what you get for your money, the cost is small.

The country newspapers represented by the American Press Association present the only intensive coverage of the largest single population group in the United States—the only 100% coverage of 60% of the entire National Market.



Country newspapers can be selected individually or in any combination; in any market, group of states, counties, or towns. This plan of buying fits in with the program of Governmental Simplification, designed to eliminate waste.

AMERICAN PRESS ASSOCIATION

Represents 7,213 Country newspapers—47½ Million Readers

Covers the COUNTRY Intensively

225 West 39th Street

New York City

122 So. Michigan Avenue
CHICAGO

68 West Adams Avenue
DETROIT

When a great entered

it first covered the key trading area

The principle it established in locating its first twenty-two stores parallels the principle national advertisers should follow in Boston

SOME years ago the great Liggett drug chain entered Boston.

The heads of this chain are Boston men. They know Boston merchandising conditions.

Their first twenty-two stores were located entirely within the 12-mile area recently defined by the Boston Globe as the key trading area of Boston.

During 1923, 1924 and 1925, fifteen new Liggett stores were opened within the 12-mile area in which the circulation of the Sunday Globe leads.

Store location by chain stores and national advertising coverage bear a close similarity in principle. Both seek to reach the greatest possible number of customers in the area of highest per capita buying power.

Granting the desirability of reaching every possible customer neither the chain store nor the national advertiser expects such a result. In locating stores—in planning advertising, the practical objective becomes coverage of the leading shopping center.

Boston's key trading area

That area has been defined accurately by the Globe's survey of department store deliveries made through the Clearing House Parcel Delivery. It is outlined on the map here printed.

In this key trading area the Sunday Globe leads all other Boston Sunday newspapers in circulation. And the daily Globe exceeds even the Sunday in total circulation in this same area.

That is why the Boston department stores use in the Sunday Globe as much space as in all the other Boston Sunday newspapers combined. That is why these same stores used the daily Globe during 1925 in greater volume than any other single Boston daily.

And the Liggett stores, both in location of outlets and in advertising confirm this principle. For the Liggett chain, too, places great confidence in the Boston Globe.

Boston merchants point the way for national advertisers

Within the 12-mile trading area of Boston are 1,700,000 people with a per capita wealth of \$2000.

They supply the Boston department stores with 64% of their charge accounts—to their homes go 74% of all package deliveries by these same stores.

This is the key trading area of Boston. Advertise in it *first* through the Globe. Let the Globe bring to retailers of your product the rapid turnover that every worth-while retailer wants.

drug store chain Boston

TOTAL NET PAID CIRCULATION is

279,461 Daily
326,532 Sunday

It is pretty generally true in all cities with large suburban population that, *in the metropolitan area*, when the Sunday circulation is practically the same or greater than the daily circulation, there is proof of a real seven-day reader interest with a minimum of casual readers of the commuting type.



In the Area A and B,
Boston's 12-mile Trading Area, are

64% of department store charge accounts	60% of all hardware stores
74% of all department store package deliveries	57% of all dry goods stores
61% of all grocery stores	55% of all furniture stores
57% of all drug stores	46% of all automobile dealers and garages

Here the Sunday Globe delivers 34,367 more copies than the next Boston Sunday newspaper

The Globe concentrates—199,392 daily—176,479 Sunday

The Boston Globe

The Globe sells Boston



We furnish the ideas—
and they do the buying

But whose product do they ask for?

Every issue of *The Delineator* carries a wealth of ideas for building, remodelling and redecorating our readers' homes.

Complete plans of attractive, up-to-date homes are available at minimum cost. Helpful booklets and pamphlets of all kinds are constantly being prepared to meet the demand for information and help.

And each mail brings a swelling flood of letters asking advice and suggestions on the problems of home building and home making.

We furnish the ideas; our readers do the buying. But the merchandise they select depends upon you.

What have you to offer those about to build? Can you help them furnish a new home; brighten up an old one? Are they familiar with the advantages and superiorities of your product? Will it save them time or work, add to their convenience or pleasure; make their home a better, happier, lovelier place to live in?

Delineator readers look to this magazine for ideas and suggestions on all problems of home building, decoration and improvement. They look to the advertising pages of their magazine, *The Delineator*, for the materials with which to carry out these ideas.

Will they find *your* message there?

*The house shown above
was built by a Delineator
reader from Delineator
House Plan No. 9.*

THE
CHICAGO

DELINEATOR
NEW YORK

SAN FRANCISCO

Advertising & Selling

VOLUME SEVEN—NUMBER FOUR

June 16, 1926

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© Brown Bros.

IN this issue appears the first of a series of articles by H. A. Haring bearing upon the radio industry. Radio, in its present form, can boast of but five brief years of existence. In those years it has grown to tremendous size and passed through a series of vicissitudes. Mr. Haring has completed what is probably the most exhaustive study yet made of the situation. Not only does he analyze existing conditions and problems, but he advances constructive merchandising suggestions, soundly based upon the experiences of leaders in the field, which point out the path of stability to the manufacturer.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

NEW YORK:
F. K. KRETSCHMAR
CHESTER L. RICE

SAN FRANCISCO:
W. A. DOUGLASS, 320 Market St.
Garfield 2444

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

CLEVELAND:
A. E. LINDQUIST
405 Sweetland Bldg.; Superior 1817

LONDON:
66 and 67 Shoe Lane, E. C. 4
Telephone Holborn 1900

Subscription Prices: U. S. A. \$3.00 a year. Canada \$3.50 a year. Foreign \$4.00 a year. 15 cents a copy

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THE LARGEST RAILWAY SYSTEM IN AMERICA

It was only natural that this gigantic transportation system, reaching from coast to coast, with lines in the United States as well as in Canada, sought an advertising service equally extensive.

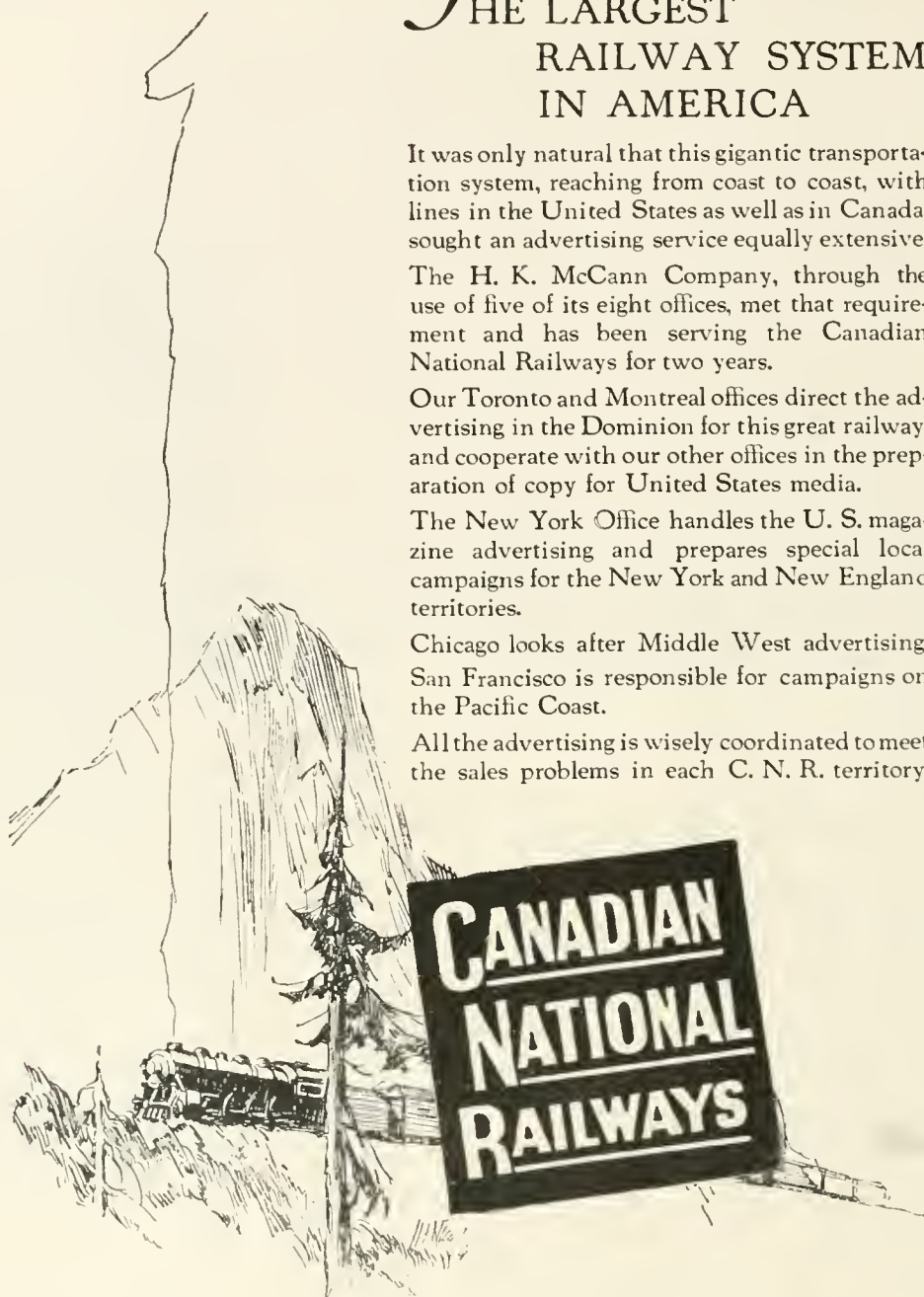
The H. K. McCann Company, through the use of five of its eight offices, met that requirement and has been serving the Canadian National Railways for two years.

Our Toronto and Montreal offices direct the advertising in the Dominion for this great railway, and cooperate with our other offices in the preparation of copy for United States media.

The New York Office handles the U. S. magazine advertising and prepares special local campaigns for the New York and New England territories.

Chicago looks after Middle West advertising. San Francisco is responsible for campaigns on the Pacific Coast.

All the advertising is wisely coordinated to meet the sales problems in each C. N. R. territory.



THE H. K. McCANN COMPANY

Advertising

NEW YORK
CHICAGO
CLEVELAND
LOS ANGELES



SAN FRANCISCO
MONTREAL
DENVER
TORONTO

JUNE 16, 1926

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

Contributing Editors: EARNEST ELMO CALKINS ROBERT R. UPDEGRAFF MARSH K. POWERS
CHARLES AUSTIN BATES FLOYD W. PARSONS KENNETH M. GOODE G. LYNN SUMNER
R. BIGELOW LOCKWOOD JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

What Ails Radio?

Beginning a Series of Five Articles Which Forecast
the Immediate Future of Radio

By H. A. Haring

SOMETHING is wrong—or at least such is the popular thought—with radio; with an industry that does several hundred millions in volume in one-half of the year, spending tens of millions for advertising during that period, but which then shrivels into comparative nothingness for another six months. Dealers occupy ground floors in the high-rental districts, only to give way on April Fool's Day to "For Rent" signs; factories hum for three months, only to slink away before their listings ever appear in the telephone directories. Radio, as a consequence, is commonly thought of as being about as seasonal as corn raising or strawberry culture.

Atop of the extreme seasonal nature of radio, for another matter, is the precariousness of the business in all stages from manufacture to repossession. With alarming frequency the profits of one quarter are wiped out by the losses of the succeeding three months; this statement being equally true of the manufacturer whose stock is quoted on the curb market, of the wholesaler and of the retailer, be he big or little. Few major industries have brought to American



business such extreme and sudden swings from prosperity to bankruptcy as radio has given, the condition being at the present time so shattered that for a man to admit a business connection with radio in any capacity is tantamount to calling himself a "gambler" in the eyes of many, whose view of radio is superficial only.

As to the seasonal character of radio, we may as well face the facts.

Radio is essentially a form of indoor entertainment. The whole tendency of modern living, on the contrary, is to be outdoors for more and more weeks of the year. To this end the motor car is a standing temptation, with daylight saving as a compelling goad.

A lesser reason for poor radio business in the summer is "summer static." Whatever the fact may be, it is undeniable that people believe that summer receptivity is inferior. To some extent this condition may be overcome by advertising the idea that summer radio is worth while and by improving the quality of summer broadcasting, just as the outdoor tendency may be in part nullified by intensive summer selling.

The radio season for 1925-1926 began, for the retailer, about six weeks earlier than the preceding year and enjoyed almost a month's spring business more than any previous season; and yet, there is no purpose in self deception. The seasonal character of radio is unlikely ever to be eliminated. Salvation from the stifling losses of the "off

season" will come to those dealers and those manufacturers who have the courage to go "right about face" into the difficulty which means, in plain English, that they must ferret out something else to do for the months when radio fails.

Once it is admitted that seasonal radio selling is not to disappear, a number of radio "problems" assume their rightful place in radio discussions. For instance, "tackling the summer slump by cooperative advertising" will be undertaken with no expectation that it will be a panacea for all the ailments of the industry, as too commonly has been maintained by those who have something to gain from enlarged schedules. "Poor broadcasting" will be improved in winter as well as in summer; "price cutting" will be accepted as evidence of what it really is: namely, the first indication of impending bankruptcy; "sound merchandising principles" will be urged by manufacturers upon their dealer outlets as the only enduring business principles, instead of the present tendency of "letting the dealer worry" provided only that the factory's invoice be paid. As a matter of fact, those makes of radio and only those will remain the leaders in the field whose manufacturers go beyond a mere "urging" of sound merchandising principles. The manufacturers who survive will, among other qualities, educate and train their dealers to the proper merchandising of radio.

Great progress toward evening out the seasonal character of radio will flow from better merchandising of the product. Manufacturers, with a handful of conspicuous exceptions, are content to have their dealer representatives so grossly misrepresent the goods that the purchaser can get satisfaction only under the most favorable conditions for receptivity. Dealers have been permitted—and in altogether too many cases en-

couraged — to make extravagant claims for the set; they have been suffered to dispose of sets that failed to pass inspection. Eight or ten weeks at the height of buying frenzy have so deluged the factories with orders that they have lost sight completely of every business principle other than that of "get the money."

OF even deeper significance, when one studies into the ailments of this industry, is another element. Radio is young. It has many qualities of the youthful weakling; few of the sturdy aspects of age.

In 1921, came the first general broadcasting. In the year 1922, we had the first radio craze, when every lad who had a home-made set budded out as a manufacturer and every kind of store seized on radio. The following summer, that of 1923, was the one in which the trade learned that radio is seasonal; and the fall of that year brought forth the exclusive radio shops, principally for the purpose of disposing of left-over stocks of the previous season. In 1924, sets of standard factory design began to assume importance, with 1925's market a chaotic orgy of price slashing to liquidate immense overstocks.

Radio, as an industry, is young.

Youthful, also, are the men who control it.

Not unusual is it for a man of 35 to be head-lined as a bank president or as the executive officer of a corporation, but there stands ever behind such a prodigy the traditions of an established business, plus the counsels of an older board of directors. When, therefore, it is set down that the presidents of our radio manufacturing companies average about 35, this statement should be coupled with the additional fact that, as a rule, these presidents own or dominate the ownership of their companies; and that, with few if any exceptions, they have built up the company from its infancy.

Were one radio president a young man, the circumstance would be to his individual credit. But when all the radio companies are controlled by young men, that condition may be not wholly adventitious. It may be significant, to some extent, of what ails radio.

The radio industry did not spring up as a side-line or a by-product development of some older manufacturing business. It began with the war-time wireless operators. Some of them found bankers to back their enterprises; more did not. How-

[CONTINUED ON PAGE 46]



Courtesy Radio Retailing



RADIO sets are far from being fool-proof. The expert, working in the manufacturer's laboratory, can regulate his product to a high point of efficiency. The amateur, however, frequently gets himself into absurd difficulties and calls loudly for the servicing promised by an over-enthusiastic dealer who was anxious to sell

When You Want to Borrow Money at the Bank

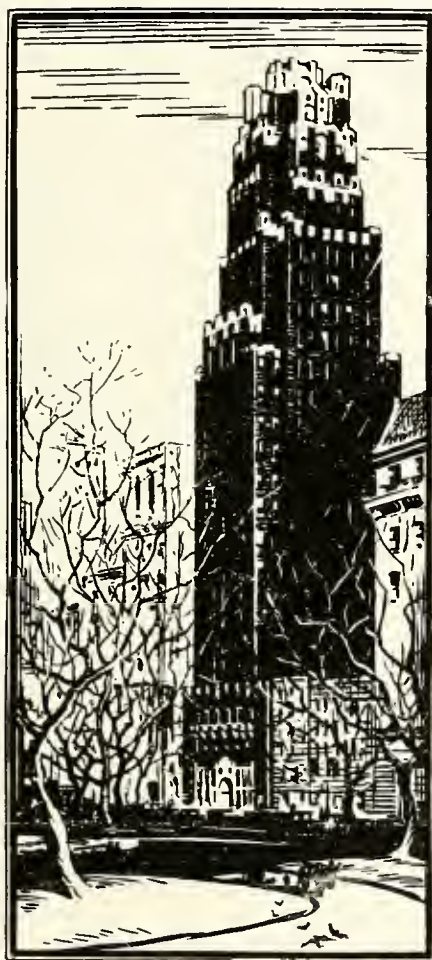
The Power of an Advertised Name Is Often Greater than the Display of Mechanical and Labor Equipment

By Amos Stote

A STRANGER walked into the lobby of one of New York's greatest banking institutions and asked the door-man where the president could be found. Something about the manner of the stranger prevented the cold eye of the attendant from turning his questioning look into words. He led the man to a reception room and asked for his card.

As the discreet door-man passed from the stranger's view he glanced at the card and, instead of taking it to a second or third assistant cashier, carried it directly to the assistant to the president. Here complacent indifference was converted into action. A moment later the card lay before the man whose word was law in the most distant office of this far reaching banking organization and, in fact, in the counsel chambers of many industries.

"Bring him in," said the president, and, when the visitor entered, the banker, instead of receiving the guest with an official gesture toward a chair, rose and stepped forward with a cordial grasp. In less than a quarter of an hour the former stranger, now a favored acquaintance, called a taxi and was driven to a railway station. He had arrived in town that morning prepared to spend several days and to fight for what he wanted. Without fight and in fifteen minutes he had accomplished his task of arranging the preliminaries for a loan on favorable terms with a banker with whom he had never had so much as one word of correspondence. As an individual the caller at the bank was unknown; as the head of a manufacturing organization he was known throughout the country by the wares which he produced. Advertising had given the name of his product and the name of his company a national acquaintance-



Drawn by Howard Willard for American Radiator Company

ship. The banker recognized the fact that he was dealing with a man who had tens of thousands of substantial American citizens supporting his business. Consequently, though he knew nothing of the physical property controlled by the manufacturer and nothing of the organization as a producing unit, he knew that his caller was a man who had a backing far more valuable, from the standpoint of stability and earning power, than could be represented by any display of mechanical

and labor equipment taken alone.

This experience could be multiplied, with slight variations, a number of times. Were it policy to do so, I could set down here a long list of business houses which have secured preferred financial support, solely because of the strength they have developed and the confidence they have established in the minds of bankers, as well as the public, through advertising. Evidence of the increasing regard the larger banking houses of the country are giving to advertising, when considering requests for loans from commercial houses, has been repeatedly and strikingly shown during the last twelve months.

Today good will is known to be more valuable than much fine and stagnant gold, and more capable of paying dividends than much complex and idle machinery. It is common knowledge that the most valuable asset held by many of our big manufacturers is a trade mark, brand, or slogan, which is a household term in every city and cross roads of the country. On the other hand, to present advertising as a panacea for all production and sales ills would be trifling with the intelligence of every thinking person.

There is no question but that many follies in advertising have been committed, or were committed during the chaotic period covered by the fall of 1919 and the spring of 1920. Not only were advertisers guilty of excesses because they thought they saw an opportunity, in forcing a dominant position in the national market, to use some of the funds which otherwise might have to go as excess profit tax; but also because many of them indulged in like excesses in a short sighted belief that in so doing they would corner the market for their wares and would in addition be able to maintain the abnormal prices they

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Wanted: American Tourists

By Charles W. Stokes

UNDER a London date-line the *New York Times* recently published a cable as follows:

Growing British alarm at the way American tourists are ignoring the British Isles in their European tours resulted in a meeting today at the Hotel Metropole here of representatives of industrial and commercial organizations to devise plans for attracting more of these tourists to Britain. Among the organizations represented at the meeting were the London Chamber of Commerce and the Federation of British Industries. Sir Thomas Towle presided.

Of \$350,000,000 spent in Europe in 1924, it was said \$250,000,000 went to France and \$100,000,000 to other countries. It was suggested steps be taken to inform Americans of the accommodation and facilities for tourists in Britain. It is hoped the visit in April of 283 American hotel keepers will do much toward dispelling the idea that English hotels are expensive.

Tarleton Winchester, London director of the United States Lines, gave the meeting some suggestions for attracting travellers. He said steps should be taken to counteract the idea that London is a city of one fog after another. Winchester also suggested the idea that London has no night life be counteracted by advertising. (The various italics are mine.) He advised further that England abolish the ten dollar passport visa charge.

Winchester said a movement could be started to have English people who know Americans write letters inviting the latter to England. He also suggested some one write a song called "The Lights of London," which would advertise the city as "The Sidewalks of New York" advertised New York, and that summer schools be held in English universities and an effort made to attract American students.

Those who do not credit the monetary value of tourist business to a country, a state or a city are particularly invited to re-read the quotations above—for two reasons. Firstly, to discern how a country which, as Britain, does not rank tourists as among its primary industries begins to feel the deprivation of business through many strata of



©Publishers Photo Service

WHILE British cartoonists may make merry over the idiosyncrasies of the Yankee abroad. British commercial societies express a longing for his arrival in greater numbers. Were the English steamship lines less reticent in their advertising concerning the attractions of the home country, and were the belief that London is always dull and foggy dispelled, dollars now exchanged for francs would become pounds sterling with greater frequency.

commerce; and secondly, to notice that far from being governed by caprice, contingency, or last-minute hysteria, the travel business is one to which the principles of marketing are very keenly applied and in which the psychology of the ultimate consumer is analytically studied.

Applied psychology there definitely is in the tourist business, embracing not only the every day motivations of life, but a great many unexpected ones as well. A railroad or steamship ticket represents to its holder a sensation (using that word in its psychological meaning) often novel to his experience; in the correct discharge of the functions in-

involved in that piece of paper, the transporting company encounters humanity in its rawest, most selfish form. Emotions and desires are revealed that do not enter into many ordinary transactions. There is no grouch quite like the man's who wanted a lower berth and can get only an upper, and who perhaps knows a high official of the line and threatens to complain; there is no appetite like that of the man who is eager to sample the night life of Paris. Humanitarians and missionaries will, if they have "pull," jockey a woman and child out of a choice cabin.

The news item above is no casual "viewing with alarm." Steamship routes very quickly follow the changing flow of traffic, and one of the most remarkable events of the past twenty years has been the gradual decay of Liverpool as a first class passenger port. The rapid development of the English Channel ports—particularly Southampton and Cherbourg—proves that most visitors want to arrive closer to Paris. Here, for a practical illustration, is the Arts Craft Guild, an organization specializing

in these new quick student excursions to Europe by the democratic "tourist third cabin." Their hectic 23-day program in Europe provides only eight days in Britain. Why should Americans have ceased to regard Britain as their chief objective?

The principles of scientific market analysis can now be applied—as they have been—by the men who sell transportation. It may be, of course, that Americans have sickened a little of the "Who-won-the-war?" attitude that often meets them even from cultured Britons. It may be, again, that the Briton, unaccustomed to the tremendous in-

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Making the Direct Seller's Advertising Dollar Go Furthest

By Henry B. Flarsheim

Secretary, The Marx-Flarsheim Company, Cincinnati, Ohio

THE man who knows his direct-selling business has a complete record of results for every advertisement and every publication he has ever used. Every advertisement for agents must show a certain definite profit in dollars and cents within a given length of time after that advertisement has appeared—or it is a failure. While the consistent advertiser unquestionably builds a certain prestige with the salesmen, the direct seller who gets his agents through advertising expects every piece of copy to show on his record card that it brought home results. This statement, of course, does not necessarily apply to the national advertiser in the direct-selling field who uses publicity copy to make it easier for his salesmen to obtain interviews with prospects.

The new direct-seller will work with his agency, testing and retesting dozens of advertisements and appeal until he finds the copy that pays. Once he has found it he runs that kind over and over again, satisfied to assume that it will build good will and prestige. But in the meantime, he is cashing in profits.

After a six months campaign, the direct seller can go over his record

This is the fourth of a series of articles on direct selling by Mr. Flarsheim. In an early issue he will discuss "Why Some Direct Selling Pygmies Grow Into Giants."

In connection with the typical budget published with the second article of the series, the author wishes to explain that the percentage figure 1.78 under the head of net profit is based on turnover rather than capital invested. As the turnover in this type of business is about six times a year, the net profit percentage on this average investment is 10.68.

DAILY RECORD OF ADVERTISING RETURNS			
CLIENTS' NAME			
Date <u>March 22nd</u>			
Key	Inquiries	Applications	Business
398	IN IN II	3	4 44.00
68-2	IN IN IN IN IN IN IN IN	10	-
68-3	IN IN IN IN IN IN IN IN	12	5.00
68-4	IN IN IN IN IN IN IN IN	18	32.00
20	II	-	1.20
216	IN IN	1	122.00
68-6	IN IN I	2	10.00
410	IN IN IN	2	2.63.00
434	-	1	116.00
302	-	1	2.38.00
68-5	IN IN IN IN IN II	6	1.20.00
68-2	IN IN IN	5	2.20.00
416	IN IN IN IN	5	2.04.00
68-3	IN IN IN IN	5	16.00
68-4	I	3	4.00
18	-	5	132.00
68-7	IN IN IN IN IN I	5	-
298	II	-	10.41.00
445	-	-	2.02.00
68-1	IN IN IN I	3	-
333	-	1	1.31.00
400	II	-	98.00
68-8	IN IN IN IN IN IN IN II	7	30.00
75-6	IN IN	-	-
403	-	-	2.20.00
409	-	2	2.24.00
310	IN IN	3	27.00
397	I	5	30.00
42	IN IN IN IN IN	8	43.00
TOTALS			

IMPORTANT To keep all records accurate, these sheets, with complete information, should be filled out each day. At the end of the day, they should be placed in an envelope addressed to us, (after the figures have been transferred to your permanent record sheets, according to key). Mail the report to us at once! We keep a daily check on our clients to keep us informed of every step in their progress, and to enable us to co-operate with them more closely. All information is kept in strictest confidence.

THE type of chart used to check up on the day's mail. Here in convenient form are tabulated the records of individual keyed advertisements, under three essential heads, exactly as they come into the office. From a complete file of these daily charts, valuable data on copy and media may be obtained for future use

cards and tell, right down to the dime, what every advertisement produces. Not only does he know which copy appeals brought him the most business for the least cost, but he also knows which type of publications are best for his purposes. He can plan his next season's or next year's advertising campaign with almost absolute certainty of results. The same tested media can reasonably be expected to produce the same good results with the same copy which paid previously. Ad-

vertising records soon become the most important single asset of the business.

They show how much each advertisement cost, what copy was used, in what position it ran, the date of insertion, the key number, the time inquiries began to come in, the total number of inquiries, the cost per inquiry, the kind and number of follow-ups used, the length of time elapsing between receipt of the first inquiries and the date of the first "conversion" of an inquiry into a producing salesman, the total number of salesmen obtained, the cost per salesman, number of orders received, the total amount of business in dollars and cents, and the amount of business per dollar of advertising, after three months, six months, a year—and even five or ten years.

With a complete set of well-kept record cards before him, the experienced direct seller can give you the vital facts on any business of this type—can tell whether it is going forward or backward, where the weak points lie

and how to make the most of the strong ones.

Keeping records of this kind is not particularly difficult. One intelligent girl can record a tremendous volume of business.

There are several methods of keeping these records. It would be impossible to describe any of them in complete detail here, so I shall limit myself to one developed through experience, through testing various plans, correcting weaknesses, and eliminating lost motion.

The starting point is the daily record sheet. Here is the exact process by which a sheet (or as many sheets as may be necessary) is filled out each day:

The mail comes in. Let us assume that it is the very first mail the business has received. It consists of nothing but inquiries, each one addressed to the department, desk, street number, or whatever other key is used. A girl picks up an envelope addressed to "Department 632." She writes "632" in the left hand column and records one inquiry beside that key for that day. She records the other inquiries in the same way.

I am assuming that the business we are considering requires a deposit from the salesman before sending the selling outfit. This entails the mailing of follow-up literature and an application blank to the inquirer. Before the first follow up is mailed, the application blank is keyed with a number to correspond with the inquiry. All applications sent out with later "shots" are similarly keyed, so

that no matter which mailing convinces the prospect that he should send for the outfit, the proper advertisement can be credited. Let us assume that the man who sent the first inquiry, keyed "Dept. 632," is convinced that he can make money with our hypothetical firm and sends in the application with his deposit. The mail-opening girl receives it. She sees the key number which had been put on the application when it was first mailed. On the daily sheet she puts this key number in the left hand column and records the application in the third column.

A selling outfit is shipped to the new salesman and at the same time an individual agent record card is made out bearing all the necessary information, including the all-important key number.

The man sends in an order. It finds its way to this card, upon which it is duly recorded. The key number is taken from the card and written on the order, which then goes to the girl, who enters it in the right hand column of the daily sheet.

The totals of the three columns on the daily record sheet will show how many inquiries, applications for lines, and orders were received in any one day.

Some concerns which sell a specialty at one set price record the number of units or orders instead of the sales in dollars and cents. In the end, the result is the same. Keeping up the daily record sheets is the first step. Day-to-day information means little—the general trend of the whole business over a period of weeks, months and years is desired.

The following morning the figures on the daily sheet are transferred to a permanent record card. One of these is made out for every advertisement. On the back is pasted a clipping of the advertisement itself, so that instantly the piece of copy being considered is known. No need of hunting through a bulky scrap book for the copy that either paid out or didn't. These cards are filed according to the names of the media used.

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Giving the Agency Free-Hand

By Charles Austin Bates

THE Synthetic Tripe Corporation has decided to do some advertising and is in the throes of selecting an agency.

An interview with its president, Mr. S. Algernon Kalbfleish, elicited the following:

"Preliminary conferences with agency representatives have led us to submit several questionnaires asking complete description of the organization, equipment and personnel of each, together with a list of present, past and future clients, with explicit statements of the reasons accounts have been lost (if any), for the adhesiveness of those which remain, and for the hope that others may be acquired.

"We are particularly picky about the agency we employ, for ours is a very high class business. Ours is a quality product and we must be sure that no advertising shall be done which shall fail to reflect these facts.

"We shall insist, of course, that the chosen agency shall have had experience in advertising synthetic tripe. To be sure, no other tripe, synthetic or otherwise, has ever before been advertised, but the busi-

ness and our product are of such a peculiar and unusual nature that we feel that previous experience is essential—a *sine qua non*, not to say *a ne plus ultra*.

"One agent has offered to have our copy written by Arthur Brisbane, but we have been unable to discover whether or not Brisbane knows anything about tripe, and we fear his long employment on newspapers catering to the masses may have unfitted him for doing writing of sufficiently high literary excellence to answer our purpose.

"THE deciding factor, however, will undoubtedly be previous experience in marketing our particular product. If we were in the jewelry business we should require an agency which had handled jewelry accounts. We feel that an intimate knowledge of the business is necessary in order that the writer may produce the kind of copy that appeals to us.

"What we like is advertising like that of Fisher Bodies, Packard Cars and Coty Perfumes, which are brief, snappy and elegant and which do not ostentatiously parade the secrets of

the business, or divulge unnecessarily any vital facts about the product.

"The pictures, in any case, will be by Coles Phillips. In them, the suggestion of tripe is so subtle that it will surely appeal to the super-sensibilities of those who appreciate quality.

"And obviously, we must have a slogan. 'The Tripe You Love to Touch'—or, 'Ask the Man Who Wears One,' or 'If Tripe Were Worn Around Your Neck'—something distinctive like that, which will overcome dealer dumbness, accentuate consumer avidity, and change sales-resistance into a state of universal gimmies.

"Aside from these few fundamental restrictions, we purpose to give our agency a free hand and to leave it entirely unhampered, except, of course, in the selection of the publications to be used. These must be of the highest class and smallest circulations. We fear that if our advertising appeared in publications read by the masses, it would give the wrong impression to our exclusive consumers, and our tripe trade on Park Avenue would be ruined."

Modernizing Export Sales Policies

By B. Olney Hough

PREACHING the gospel of modernism in export selling is the favorite avocation of many a progressive export manager of today. Curiously enough there still persist many fundamentalists in our export trading—too many by far. Worse and more strangely still, the most persistent of the lot are those concerns that do the largest individual export business; that is, what are commonly known as export commission houses. This is not an argument either pro or con modernism in export selling. The business of these houses is largest individually merely because of the great number and diversity of kinds of merchandise which each handles. Barring bulk or crude commodities, cotton, wheat, lumber, other such things, it is not too much to assert that the sales of any one manufactured article which an export commission house ships may with practical certainty be increased several or many times over by intensive, and intelligent, sales efforts on the part of its manufacturer, working directly with his export customers along approved modern lines.

But there is a great plenty of fundamentalists among exporting manufacturers also—meaning those to whom one export order is export trade, and thank you kindly for it—no matter if there ought to be a dozen orders instead of one, no matter if the one might be increased to double or treble its volume. This is the lingering reminiscence of that ancient era when all export business was velvet, or a sort of by-product, to be bragged about when one happened to get a little of it, but entirely too dubious and uncertain to warrant any attention or effort.

Domestic salesmanagers hold conventions and gravely, earnestly, discuss ways and means of attaining



© Bachrach

B.OLNEY HOUGH has been closely associated with exporting for more than thirty years and is considered one of the foremost authorities in this country on foreign trade. He is the author of several books on his subject which are widely used in the colleges and universities where economics are taught. Many of his articles on various phases of selling abroad will appear in this publication

the saturation point in each state, or each county of a state. They manufacture graphs of the potential sales for an article in a given district compared with actual sales, month by month and year by year. They institute more or less elaborate "service" adjuncts to their sales policies, to reach the jobber, the retailer, the consumer, as the case may be, or through one of the others.

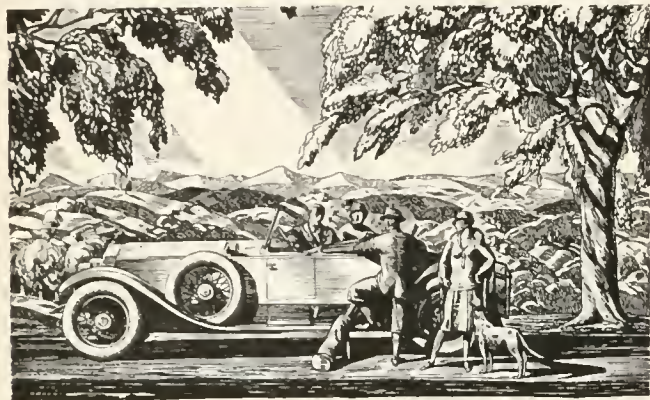
Fundamentalists in the export trade believe in none of these things. (Isn't anything foreign different?) Modernists pin their faith to them. To the fundamentalist an export order is an order, and that's that. To

the modernist one order is only valuable as a clue to more orders, and he begins at once to ask himself, How can I get all of them? He is not hypnotized by the arrival of an unexpected, or unprecedented order from Persia. "Ha," he laughs, "Persia? Well, well! What sort of a market may Persia be, anyhow, and if one man can buy my goods there, why not twenty men? Or perhaps I can make this first man's order twenty times as big. I'll look into Persia a bit and see if I can't do something like the same sort of work over there that my salesmanager is doing right now in Oklahoma. First, I'll make the acquaintance of this customer as well as I can on paper—I'll have to think a little as to just how's the best way to approach him. Meanwhile I'll find out who are all the other possible customers in Persia, and how to sell them, and how to trust them. I'll have to learn how much of my printed matter and follow-ups are suitable and what new ones I'd better have. Perhaps I can advertise in Persia in one way or another as soon as I get my goods over there. Anyhow here's an opening and this fellow in Persia looks just as good to me as anybody in Oklahoma. I'm

going to work with him, if I can persuade him to let me. He ought to be just as susceptible to clever selling attacks and he ought to appreciate service helps just as much as the Oklahoma fellow."

But this unexpected order from Persia has reached the manufacturer through an export commission house which is a fundamentalist. To it an order is just an order; it does not especially matter whether it is for Smith's goods, or Jones' goods, or Robinson's goods; it is the total volume of all orders that counts. Moreover it is too busy with a multiplicity of interests and it tries to

[CONTINUED ON PAGE 68]



There is a woman so fastidious she has been known to spend hours dressing for a ball . . . so artistic she has furnished her home with rich treasures from the ends of the earth . . . so sagacious that she handles her own considerable financial affairs. She drives, or is driven in, a Rolls-Royce on every motoring occasion.

Only this best car, from every point of view, could please a nature so many-sided, so discriminating, as hers. The perfection of every last detail of her town car pays tribute to her costume and her destination. At the wheel of her roadster she delights when the silent motor whisks her over pike or country by-road

with equal comfort, equal ease. Whenever she looks at one of her Rolls-Royce cars, she finds pleasure in the clean, distinguished lines—the proud cut of the bonnet which seems to welcome the road. And, though this consideration certainly comes last, she is glad to realize that her town car, purchased six years ago, is as satisfactory in appearance and performance as the roadster she bought this spring. She is convinced that serenity, superlative comfort and safety more than compensate for high initial cost! A one-hundred-mile trial trip will be arranged at your convenience. Rolls-Royce, Fifth Avenue at 56th Street, New York. Branches in principal cities.

ROLLS-ROYCE



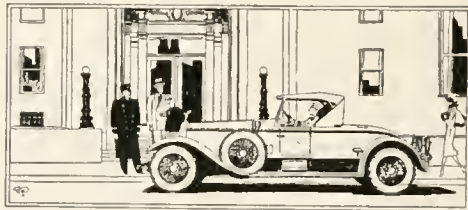
Certain fortunate women take the world's best automobile for granted, as they do gowns and jewels from the Rue de la Paix . . . the mellow glory of old masters on their walls . . . the friendship of famous people. The Rolls-Royce moves as gracefully through a world of social prominence as they do themselves. They have discovered that motor-car smartness is no quixotic thing to be upset by "new models," so fleet with the season. There would be as little reason to say of one of these women, "Her motor is hardly the thing this year," as to say, "That Georgian mansion her colonial grandfather built down in the country is frightfully out of

date!" A Rolls-Royce four years old, or ten years old, is as ready to take its place in the review of luxury on opera nights as when it was purchased. It is as eager to sweep towards the open high road and, it called upon, to crowd two days' normal driving into a few comfortable, secure motoring hours. Rolls-Royce performance and Rolls-Royce appearance more than compensate for high initial cost. . . . Why not ride in one? A trial trip of one hundred miles over any roads you may select will be arranged at your convenience. Rolls-Royce, Fifth Avenue at 56th Street, New York. There are branches in principal cities.

ROLLS-ROYCE

Chassis 165-MK* is owned by a gentleman who takes life as it comes

*Inspectors visit every Rolls-Royce chassis frequently during its entire life. This advertisement is based on detailed records kept at the Springfield works.



Two men live in Cleveland, Ohio. At one time, he was concerned in many large financial enterprises. Now, at middle age, he is retired from active business. He and his wife are interested in enjoying themselves.

His roadster (165-MK) calls for him at his club to take him golfing or to the country. He drives it himself. And he will tell you why. "Years ago, when I was a little boy, my first thrill came to me on my tenth birthday. I was given a bicycle. Twenty years ago, I sat behind the wheel of my first motor-car. That was my second thrill. Last year, when I bought this Rolls-Royce and drove it myself, I got the greatest thrill of my life."

Neither this owner nor his wife is interested in the impressive mechanics of the Rolls-Royce. He knows that his Rolls-Royce cars are extremely comfortable, he does not know that unusually long and flexible cantilever springs are one of the causes. He knows that his is a vibrationless motor-car, he is not concerned with the reason—a series of vibration dampers of very efficient design. He can depend upon the brakes to stop his car quickly at any speed or to hold it with security on any descent, that the Rolls-Royce brake-drums are spun forgings, machined down from 90 to 30 pounds, having five times the cooling area of any other brakes,

and lined with a secret composition which is guaranteed against required replacement for three years, regardless of use or abuse—these things do not bother him at all.

His Rolls-Royce cars (two enclosed cabs in addition to the roadster) are always ready to go, anywhere. And always equal to their task. In short, this owner is interested in results, not causes.

If you were to call it to his mind, he would probably remember that each of his Rolls-Royce cars carries a 3-year guarantee against failure of any mechanical part. But since the guarantees have never been called in question, he has no reason to remember them. And the beauty of his Rolls-Royce cars matches the excellence of their mechanical performance.

What a reliable servant the Rolls-Royce has proved to this man and his wife! What an investment in comfort and transportation! They may expect at least 20 years of unflinching service from their cars.

Can you rightfully ask as much of your motor-car? If you will make yourself known at our showrooms, we shall be glad to arrange a 100-mile trial trip in a Rolls-Royce, at any time, over any roads.

NEW YORK SHOWROOMS—Fifth Avenue at 56th Street. And 58th Street at Eighth Avenue. Direct Works Branch, 190 Washington Street, Newark.

ROLLS-ROYCE

WHILE Madame la Duchesse de Chateaufort Pourquoi Pas drinks a ten-cent ginger ale, and Mrs. Chumley Wapping is writing a serious and expensive Ode to a Face Cream, it is refreshing to see Rolls-Royce, the aristocrat of everything on earth, using anonymous testimonials that contain more sincerity than a cloud bank of paid puffs. And, further, there must be somewhere in Rolls-Royce an executive or more who knows precisely what he has to sell and how to suggest it—or how otherwise would our eyes be blessed by the sound artifice of Mr. Rockwell Kent? Nice pictures, nice type, nice arrangement. Nice car, too.

Winning the Market Without a Price War

By *W. R. Hotchkin*

PRIMITIVE man's first instinct when he wishes to take something from another is to fight. But that is very wasteful. It is not only destructive to the loser, but tremendously costly to the winner. The Allies won the World War; but our descendants will still be paying for it a dozen generations from now. England won the fight against the general strike; but they dare not face the figures of its cost, short as it was.

Neither physical nor commercial war should ever be countenanced until it becomes an unpreventable last resort. And yet, a price-war is usually the first thought and the first act of manufacturers who seek to break into a new market, or dominate an old one.

Many a manufacturer has fought a long price-battle against his competitor, at tremendous sacrifice of profits and capital, only to discover, after a tentative victory, that he had created the definite public impression that his product was inferior as well as cheap. Whereas the loser of the price-battle had gained positive prestige for the higher quality of his goods, because it could not be made as cheaply as that of the victor.

To destroy one's enemy he must first be angered—and it is sheer madness to conduct a price-slashing battle, in order to win permanent public favor for a good product. Especially to the seeker of a new market, is it bad policy to cut prices, for the new product is more likely to be given the brand of cheapness and inferiority, because of its low price, than is the old. It is also bad policy because such tactics give battle to the enemy at the very point where he is usually most strongly entrenched.

"Let me quote a lower price than my competitor, and I will bring in the orders," says the weakling salesman. And that same salesman would ask to be given a motorcycle in order to win a marathon race against other men who used their legs. The one-track salesman and the one-idea

sales manager are obsessed with the primitive instinct that price is the only weapon with which to win sales, and they would ask their employers to do business at a loss and create a reputation for a cheap and inferior product, to obviate the necessity of using their brains and energy to sell the goods.

The price-cutting battle can have only one result—it cheapens the reputation of all the competitors and makes people think that they were robbed by the higher prices that they paid in the past. It builds up consumer resistance for the prices that must be asked when the battle subsides.

NOW let us look at the other picture—the intelligent effort to win larger sales volume without a price-war. The ambitious product starts a campaign of exploitation at the same prices, or slightly higher prices, than competing goods. Attractive and humanly interesting publicity portrays the uses, merits and excellence of the commodity. Every paragraph and illustration in the advertising will be designed to create desire for its possession in the mind of the reader. It may be the lure of beauty to be secured in some new form; it may be the creation of mouth-watering hunger for some new sweet or food product. It may be the stimulating of curiosity about some new personal accessory.

Whatever the commodity to be exploited, its deepest human service must be realized and fully understood by the writer of the copy and the illustrator of the advertisement. Then that service must be so portrayed that the reader of the advertising will be impelled to desire the goods for what they will do; for the comfort, happiness, or satisfaction that possession will give. If real advertising and real salesmanship are put back of the commodity and the commodity deserves the market, the matter of price will be secondary in the consideration of the purchaser.

Such exploitation does not appeal

merely to those who expect to buy the commodity anyhow. It creates new prospects for the purchase of the goods by arousing desire for them among many people who would never think of wanting them until their emotions were stirred by the pictures of what possession would do for the purchasers. When this sort of desire is created, any fair price will be paid for the goods that are wanted.

Then consider how this public desire for the goods would be multiplied if competitors, instead of cutting prices and cheapening public opinion of the goods, should also start aggressive exploitation of the desirability of the goods. Just consider what an impression will be made in the minds of people who see one advertisement after another delineating the benefits of the exploited commodity.

HOW much better it always is when competitors join in multiplying the market for the commodity rather than in fighting to divide the existing market at constantly diminishing profits. Casting aspersions on competing goods, even by innuendo, causes similar action on the part of competitors and often a universal suspicion of all such commodities is aroused in the mind of the public. "Competition is the life of trade" does not mean that price-cutting creates the new desires for goods, as so many have thought. That is not logical psychology. New desires for goods are aroused when multitudes of people are stirred up to think about those goods and what the goods would mean to them if they possessed them.

Why should anybody want to possess something because its price was now twenty cents, instead of the twenty-five cents that it formerly cost? Why should a woman want to buy a new dress because it was \$32 instead of \$39, if she had a wardrobe full of dresses? Of course, she doesn't buy the cut price. She buys the dress because it possesses new

[CONTINUED ON PAGE 84]

"The Public Is the Only Gainer"

By Joseph A. Richards

IN a little leaflet issued by the Waterman Fountain Pen Company entitled "Helpful Hints to Pen Salesmen", occurs this paragraph as one of the concluding ones in a short discussion on price cutting.

The aftermath of such wars is always the same. Both sides have to stop somewhere. That somewhere is a point far below first cost, deep in the red ink. The public is the only gainer.

"The public is the only gainer." Is the public a gainer? And if so, is not price cutting always justified? And then, why not arrange all business according to the principle of price cutting? Is not good business based on the public weal and wealth? Should any business survive that cannot endure a course of price cutting to the point of providing the public with the commodity at the lowest possible figure?

I say *No* to the last question; *Yes*, to the one before that.

And then, skipping to the one first question raised, I say that the public is not always, and not often, the gainer in the cutting of the price of standard merchandise.

I remember the days when I sold space in a list of respectable monthly magazines at a rate that was fair to all, but a rate which I felt at liberty to keep to myself.

There was one man who thought himself a wonderfully smart buyer, and as a salesman I had to match him. I would invariably quote him a price a good bit above the standard at which I sold everybody—him and everybody else—and let him enjoy himself for an hour and a half talking with me about that price, and other things more or less akin to the subject. He thought he was a marvelous price cutter and had obtained a wonderful bargain, but he hadn't. But the advertising buyer, which in this case was the public, was generally suspicious and was never quite satisfied with the price it paid for anything because there were no standards of value set by legitimate buying and selling according to true ratio of cost to production, plus a legitimate profit.

Does anybody want to get back to



the days of uncertainty with regard to values and prices which are soft or hard, according to caprice rather than a clear application of the rule of three—cost of making, cost of distribution and cost of profit? To my mind it is just as immoral to cut a profit without reason as it is to cut the value from the goods without apprising the public, or to cut a legitimate cost of distribution.

Of course, in all these problems advertising aids in actually bettering the product without advancing a fair price, plus a profit; in cutting the cost of distribution while aiding the distributor to make more money by selling more goods, and finally in holding the price to the public at that figure which secures reliability and full satisfaction in accordance with advertised representation of the goods. At the same time it prevents demoralizing price cutting.

In the past advertising has accomplished a worth while task not only in establishing a standard article but also in fixing in the mind of the public a fair price for it which most people are quite ready to pay. Indeed which they have been paying for so long a time that article and price have become well established in the good will of thousands of buyers. This has been particularly

true of such articles as are sold in drug and grocery stores. Invariably the price cutting druggist picks articles with more or less standard price as the ones to cut and prove his cheapness. While this is a sort of compliment to the well known value and character of the goods, it is not, in the long run, beneficial to the public. The druggist invariably becomes tired of selling these goods at a small profit and discourages their sale in the interest of goods upon which he makes more. The first thing the public knows is that it cannot get these goods and it hears them discredited in behalf of others of similar manufacture. This confuses the customer; discredits the goods; and also discredits advertising—all of which would throw general merchandising back on the period when there were no recognized values for standard goods. Which would be to the positive disadvantage of the public.

Of course, standard goods will always be cut by hawkers, but that works to the benefit of the public only in so far as it demonstrates that these goods have a standard value which has been cut temporarily by those who can do business in no other way than by price cutting.

It seems to me, in this period of gradually receding prices that the public needs to be warned of the real principles involved in reckless price slashing.

To continue the discussion a step further, it is not out of place to recall the very notable editorial which appeared on the front cover of the annual number of *The Iron Age*, Jan. 7, 1926.

It was an editorial signed at the bottom of the page by the editor-in-chief and it ran in part as follows—

WANTED: A FAIR PROFIT

When will the steel industry cure itself of selling its product at prices which leave it less than a fair profit? In output 1925 was a remarkable year. There is astonishment at the breaking of the 1917 high record of 43,619,000 tons of steel ingots. Yet profits were not satisfactory. Steel making in the United States is the greatest manufacturing industry in the world. It is in the hands of high-calibre men. It has a long record of mechanical and metallurgical triumphs. It turned out

[CONTINUED ON PAGE 87]

THE • EDITORIAL • PAGE

A Bright Future for Radio

FIVE or six years ago the word "Radio" was meaningless save to a few thousand Americans. Today, radio has transformed numberless homes from deadly monotony into enjoyment of the finest things in life—things which were so far beyond reach as hardly to exist.

During the winter of 1925 and 1926, on Sunday night after Sunday night the world's greatest musicians were listened to by more persons than ever heard Caruso's voice in all the twenty years of his singing. Although Mr. Coolidge is a stay-at-home person, it is undeniable that his voice has come to the ears of more of our citizens than that of any other president. The enjoyment of the world's musicians and the touch of personality of public men have become available, moreover, to the shut-in, to the woman on a farm made lonely by snow and mud for five months of the year, and to the average man in the midst of home comforts and leisure—quite in contrast to the need of spending a day's earnings for an opera seat or losing a day's employment while waiting long hours at a railroad way station for the overdue presidential "special," and then to be rewarded only with a few indistinct shouts from a husky throat.

Radio has fundamentally changed American life. As a commercial enterprise radio ranks among our major industries.

Nothing that may be discussed in the series of radio articles which starts in this issue should be taken as a pessimistic attitude toward that industry. It has prospered wondrously. Its future is exceedingly bright. The purpose of this series is to forecast the immediate future of radio, the underlying evolutions which will become manifest in the six months beginning with September, 1926, but deeper down and more significant than any changed condition lies one great fact—radio's popularity is every day waxing greater and the industry's permanence as a commercial enterprise is every day becoming more firm.

When, therefore, we face the question: "What Ails Radio?" the uncertainty implied by such an inquiry should not be taken to indicate that radio is wobbly. The question is merely the handle by which we hope to open the door to a room full of radio understanding.



Agency Consolidation Next?

THE consolidation of a famous agency like Lord & Thomas with Thomas F. Logan, another well-known agency, is food for thought.

The consolidation principle is today very active throughout the business world. First, there was consolidation among manufacturers, then among railways, then public utilities, then retailers (chain stores). This situation left the middlemen in a cramped position, so in very recent times we have seen rapid developments in consolidations of wholesalers.

Now the basic factors making for consolidation have arrived at the doors of service organizations, which

have long resisted it. It has, indeed, seemed quite impossible, for advertising agency service has had a particularly strong peripheral force; a tendency to break apart into small units. Times without number have individuals left advertising agencies that were growing large, to form small agencies, carrying with them choice accounts.

Is there now possibly a reversal of this tendency; a likelihood of larger and more perfectly organized advertising agency service? It seems hard to believe, but significant tendencies have come in just this way, with a start such as the agency consolidation above referred to. It furnishes material for an arrest of thought, at any rate, for no one can deny that there are too many small, weak agencies.



The News Digest

JUDGING from the many letters received during the past week, The News Digest, in its improved form, meets the enthusiastic approval of our readers. We believe it will prove of increasing value in a business where time for reading is at a premium, as it gives all the news of advertising in one single section, grouped and classified in a form which can be filed for permanent reference.

Needless to say, the value of a department such as this depends largely upon the cooperation of those that use it. We trust that subscribers to ADVERTISING AND SELLING will keep us informed *promptly* of changes and happenings that should be recorded.



Protecting Advertising Investment

IN court recently the John H. Woodbury Facial Soap Company, in an endeavor to stop "William A. Woodbury's Soap" from continuing to capitalize the Woodbury name, used as its most important argument that it had \$8,000,000 invested in national advertising of the name Woodbury, which would be jeopardized by anyone else selling soap under that name.

The court would not compel William A. Woodbury (a cousin of the plaintiff) to quit the soap business, but it did require that he plainly mark it to prevent confusion.

This point has always been a touchy one, as the case of "A. Waterman" pens, and others, have proved. Two Colgate soaps, two Gillette safety razors, or two Packard cars are entirely legal possibilities, as the law is still interpreted; but there can be no two firms making Lux, Crisco, Thermos, Kodak or Uneeda (as, in the latter case, is shown by an extensive graveyard of those who have tried). The protection value of the coined name as against the personal name is now fairly well established. But against protection value must be placed publicity value, and publicity value must be protected in turn by skillful advertising, lest the coined term be lost to its creators and come to be a generic term, as has the privately owned name, "Celluloid."

Worse Than That

Respectfully Addressed to Sara Hamilton Birchall

By Cornelia Penfield Lathrop

"LADIES—or Cuties" is only the preface. May I add a few paragraphs from another viewpoint on advertising men and their women?

A man traditionally delights in a wife who is different from all other women. Why, then, after a year

feminine taste: his aforementioned wife; what the girls in the office think about the campaign; and the merry little charts that his research department shove out on his desk every now and then. Having conscientiously consulted these, and having picked out the most agreeable data, he knows all about "the great majority of women consumers" and goes forth to his man-made and man-attended conference which is about to spend a few millions in educating the simple housewife, who presumably thinks a graph has something to do with a circus.

I happened to be in a Chicago office last November just after one of these conferences. Seven strong men had been wrestling for four hours with a proposed label for a new brand of—shall we say—noodles.

"Snappy, isn't it?" said one of the seven proudly to me.

It was a nice label. It had blue lettering and white lettering and red lettering and black lettering all within a three-inch diameter. There was script, there was outline, and there was block, by way of type. Part of the background was gold, part dark blue, and part red—and the total effect was just about as snappy as any other label that ever was printed. For two monkey wrenches or for a bottle of liniment that label would have been equally ideal—and as equally for a noodle.

This particular noodle, by the



WALTER BAKER & CO., LTD.
GUARANTEE TO THE
DEALER AND CONSUMER
THAT THESE GOODS ARE
IN STRICT ACCORDANCE
WITH ALL PURE FOOD LAWS.

THE conservative taste of century-old tradition is always pleasing, quiet, dignified



ANOTHER readable, simple label. Gold and green on white—with a *soupc*on of red

or two should an advertising man quote her as typical of all other women?

During the last eight years I have interviewed more advertising men than I should like to enumerate, and the perennial bright phrase which blossoms halfway through the interview is, "Well, now, take my wife as an example. I suppose she's fairly typical." (Some day the advertising men's wives will discover just how typical their husbands think they are and headlines will ensue).

The advertising executive, it must be apologetically remembered, has only three barometers of

way, was to be marketed by costly methods into the pantry of every discriminating housewife from the rock-kissed valleys of Maine to the lofty swamps of Texas, or thereabouts. There was about to be unleashed a campaign of exploitation, advertising and salesmanship, such as you and I and the nation at large have survived upon several hundred similar occasions. The noodle behind the label was nice, too. Having had it brought expensively to her attention, one housewife in a thousand would probably buy it—but not because of the label.

The point to be made is
 [CONTINUED ON PAGE 82]



SWIFT & COMPANY has epitomized the "clover-Slipping kine" in this simple and arresting label. *Cherchez la femme* in the Swift conference that planned this label. Pink and green with blue lettering

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

*A*N advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Gilson B. Gray
E. Dorothy Greig
Mabel P. Hanford

Chester E. Haring
F. W. Hatch
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
A. D. Lehmann
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank W. McGuirk
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
P. J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright



NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

Why Malign the Grocery Jobber?

By G. H. Cleveland

WHAT a lot of fun we all have had ascribing to wholesale grocers most of the conditions we manufacturers don't like. When we meet with our brothers we pan the wholesalers more or less vigorously. Likewise, when the wholesalers have a convention, some of us are usually found on the program, and before we get through have offered them some free advice about how to run their business. When other methods are not available, we take our pen in hand and jab them.

There may be some manufacturers of grocery products who yearn to exchange their shoes for those of a wholesale grocer, but I don't know them. We have done business with wholesalers for something like forty years, and it seems to me that this history is full of pleasant relations rather than the opposite. Of course, conditions are unsettled now, and wholesale grocers do many things we do not like, but I should not wonder if we manufacturers do a great many things that the grocery jobbers are not enthusiastic about.

My viewpoint may seem peculiar for a manufacturer, but I have found that the more I know about the wholesale and retail grocery business, the more I sympathize with the wholesaler and his problems. He has made mistakes, but many of his worst troubles have been wished on him. It would be very interesting to see how jobbers of other commodities would conduct their businesses if they had to operate under the same conditions as their brethren in the grocery field.

Most wholesale grocers lack organized sales departments with competent sales managers. Manufacturers who have been selling wholesale grocers for a considerable number of years, however, do not worry about this situation very much, and in selling their products use methods that fit in with existing conditions.

A manufacturer today must be much more than a producer of goods. To succeed he must be so organized for selling that he reaches every link in the chain, right through to the ultimate consumer. This is a condition that exists now, regardless

of how business was done twenty years ago, or what the wholesale conditions are in other lines of industry.

One trouble lies with the manufacturer. He will convince himself that he has a wonderful product and a world beater of a sales plan, when all he really has is "old stuff" as far as the wholesale grocer is concerned. He has hundreds of "wonderful" products submitted to him every year and knows from sad experience that very few would ever make a profit for him if he took them on. Why should he tie up a lot of money in stock and sales expense without ample proof from the manufacturer that it will pay him to do so?

There are too many manufacturers of almost every item sold by wholesale grocers. Ninety-nine per cent of these manufacturers think that by divine right the jobbers should handle their products. This makes every jobber the target for hundreds and thousands of manufacturers' salesmen and much direct mail advertising. The result is that the average wholesale grocer has built up an organization which is as much defensive as it is offensive. It is a fact that wholesale grocers, compared to other wholesalers, are in a class by themselves, so often have they been caught with goods that did not sell.

WITH all this background of expensive experience, it is not strange that the wholesale grocer throws most of the burden of introducing a product upon the manufacturer. Once the wholesaler is convinced that there is a real market for a product, he will buy it in satisfactory quantities, and his men will sell it. Then the manufacturer's sales expense will drop to what it should be.

If every product offered to wholesale grocers would sell as well as the manufacturer claimed it would, there would be no difficulty in getting jobbers to do the introductory work. But the manufacturer is only guessing about the demand for his product until he tries to sell it himself. If it costs him ten per cent to sell a certain amount in new territory, it would probably cost the

jobber twenty per cent. Yet the manufacturer offers him fifteen per cent and wonders why he picks his teeth and yawns.

Don't blame the wholesale grocer too much. He used to be a game sport about ordering strange goods, but after a series of stings and some valuable lessons learned from watching chain store systems deal with manufacturers, he is not as game or as foolish as he used to be.

THE wholesale grocer could dispense very nicely with the majority of manufacturers, and so could the general public. Many manufacturers are like political candidates; they nominate themselves. There is no excuse for their existence in business except their desire to make money by horning in on the popularity of established brands in their field.

Of course, there are the pioneers in every line who introduce something new and worth-while. But most manufacturers of grocery products are imitators; and when too many imitators crowd into any one field, the selling costs rise for every one, and in the end the general public pays the bill.

For instance, take the commodity we manufacture—a laundry product. In almost all parts of the country there are too many of us fighting for business. An example is one jobbing territory which takes in only part of one state. When we made a survey there not long ago, we found that we had the competition of fifty brands. The market was amply supplied before most of them came into existence, and they have supplied neither better value nor higher quality. Not one of the competing brands is advertised to consumers, nor is any sales help offered to wholesalers and retailers, other than the specialty work of trying to stock the latter. If selling costs are now higher in this territory, who is to blame?

I did not start out to build a defense for the sales methods of wholesale grocers, but to show that we manufacturers who hope to stay in business have something more important to worry about. We can adapt ourselves to their sales meth-

Railway Age

Railway Engineering and Maintenance

Railway Mechanical Engineer

Railway Signaling
Signaling - Telegraphs - Blockading - Train Control

Railway Electrical Engineer
Power - Lighting - Heating - Ventilating - Refrigeration - Air Conditioning - Traction - Signaling - Telegraphs - Blockading - Train Control

ABC
ABP

**Simmons-Boardman
Publishing Company**

"The House of Transportation"

30 Church St., New York

608 S. Dearborn St., Chicago
6007 Euclid Ave., Cleveland
New Orleans, Mandeville, La.
Washington, D. C.
San Francisco
London

The Railway Service Unit

Simmons-Boardman Publications

ods and make money by doing it. At the present time, it seems hopeless to expect most jobbers to try pioneer products, so the manufacturer might just as well make up his mind to adjust himself to the situation. After that it is a matter of salesmanship to induce wholesalers and their salesmen to extend full cooperation.

Plenty of people will disagree with me, but until I find some better method, I am going to plan to do the bulk of the work when I enter a new market. It will cost me money, but that is not fatal; for this expense is going to be distributed over a long period of years

when the jobber will do my selling for me. Of course, I can't go to sleep on the job and expect results, so I plan that after the introduction I must everlastingly remind the wholesale and retail trade of my product.

In spite of all his sins, I am glad to market my product through the so-called "legitimate" wholesale grocer. I haven't found any other system of marketing that gives me as much for my money. Perhaps I don't get my money's worth, as I would if I could "reform" the jobber so that he would relieve me of the expense and work of selling to the trade, but I am most interested

in having him stay in business as an independent unit. I know what to count on from him, which is more than any manufacturer can truthfully say about some of the other new factors in the business.

A pleasant year can be spent considering whether a graduated scale of discounts to apply to different classes of wholesale service can be put into effect. I know that a first class argument can be started about whether it pays to grant exclusive sale to wholesale grocers. We manufacturers do not all agree either as to whether it is wise to allow our salesmen to work with wholesalers'

[CONTINUED ON PAGE 60]

What Price Price Maintenance?

By Norman Krichbaum

WE have with us today, and every day, our chronic complainers on the subject of repressive legislation. They are our "personal liberty" paranoics—as ubiquitous as the proverbial poor. Their daily dirge runs to the effect that a league of impertinent reformers and lily-livered law-enactors are legislating all the fun out of life. They refer with feeling to the wholesale encroachments upon their incomes, their birth control movements, the formula of their potable inspiration, their taste in sex literature, their liberally "jazzed" movies, their parking privileges, and their right to tote vest-pocket artillery.

Taking him in the altogether, I have little patience with the "personal liberty" hound. As I look about me, it seems true that the sort of people who seldom abuse dangerous privileges are usually the sort of people who make no unseemly outcry when these same privileges are withdrawn.

But none of us have any desire to see right-minded people constrained to align themselves with these mental poseurs who figure as the victims of undue legislative repression. Therefore, all of us, who believe in things expedient and commensurate with the ordinary powers and weaknesses of human nature, are interested in seeing that legislative repression does not run amok.

This is not intended to be a short course in social ethics. With the above bit of theorizing we come at

once to the point, which turns out to be no other than our old friend, price maintenance.

The idea of standard retail price fixing by the manufacturer of branded goods has had plentiful advocates, and these not exclusively among the manufacturers. Its application has been chiefly considered, perhaps, in relation to goods of such universal sale and consumption as drug products and allied lines. The desideratum, from the standpoint of clean and stable retail merchandising, has seemed to be the elimination of the cut-rate dealer, who is usually considered (and in effect often is) synonymous with the "gyp" merchant, and the "sock" store.

THE program of the proponents of fixed prices, where fixed prices are desired by the manufacturer, has now reached the stage of legislative raw material. The Capper-Kelly bill, legalizing the compulsory price maintenance of trade-marked articles, has been drawn, and is up for consideration.

The constructive side of this question of price maintenance is not hard to perceive or to approve. If shifty merchandising tactics and sharp retail practice may be curtailed by any movement, there is something to be said for the movement.

But on that page, unfortunately, the story does not end. A wide adaptation of the policy of retail price setting, when the price must be legally adhered to, involves at once something more far-reaching

than a mere point in sales practice. It involves a principle, one hard to define, but one which may be indicated.

If we permit any manufacturer to govern the terms, not of sale but of *re-sale*, on his merchandise once he has disposed of it to the retailer, and to govern those terms not by virtue of persuasion but by force of law, do we not embark on uncharted seas? Do we not begin a serious precedent for the whole institution of barter and sale?

Labor has won its right to collective bargaining. Shall the man in the street (not to mention the storekeeper) lose his right to *individual* bargaining? Shall he even commence to lose it?

Shall the merchant be well advised that his stock in trade is not his own to sell as he pleases or as he may—even though he has bought and paid for it?

Other vistas open to us also. Vistas of the blind-tigers of price-evaders, padlocked radio stores whose morals have gone wrong, price-cutters operating hither and yon *sub rosa* and socially classed with moonshiners, rum runners, bootleggers and more demi-respectables.

A coercive system of price maintenance might or might not bring such picturesque appendages in its wake.

This is not an urge to "view with alarm," not a plea for anything, but a prayer to "write your congressman." It's just a memorandum with a question mark, that's all.

The Field of Greatest Yield



\$3,700 a Page

Circulation 2,780,000

Sixteen Magazines of Clean Fiction

Read by Everybody—Everywhere

An Outline History of Advertising—IV

Bridging the Gap to the Present

By Henry Eckhardt

Illustrated by Ray C. Dreher

THE advertising columns of the year 1860 disclosed another name destined to become famous. That name was John Wanamaker and it begins to bridge the gap to the present.

John Wanamaker came to Philadelphia in 1853, a mere boy. He found a job in Tower Hall, the clothing "emporium" of Col. J. N. Bennett. All ready-made clothing establishments were "halls" in those days; the name probably sounded more collegiate. Colonel Bennett ran the pioneer "hall" in Philadelphia.

Here young Wanamaker immediately came under the spell of advertising. Colonel Bennett expended much enterprise in that direction and spread the fame of his establishment by means of "Rhymes by the Bard of Tower Hall."

In 1861 Wanamaker started a "hall" of his own with his brother-in-law. The firm name was Wanamaker & Brown, and the establishment was called after that famous Boston prototype of all the "halls," Oak Hall. At this time Wanamaker was only 23 years old.

One of John Wanamaker's first acts was to put up posters all over town bearing a cryptic "W & B." He had these initials chiseled on the stones at street crossings, painted on rocks and mounted on housetops. Remarked one disgusted contemporary, "That they (the initials) have not been tied to the tail of a comet is only because Yankee ingenuity has not found the way."

But before it stopped at the comet, his Yankee ingenuity made quite a record. Wanamaker sent up toy balloons bearing the store's initials; every person who returned one received a suit free. He equipped a

resplendent tally-ho of six horses to distribute leaflets. He put up billboards 100 feet long, the largest ever seen until that time. He gave away clocks bearing the firm name. The children he won with small illustrated books; the women, with perfumed cards to be laid away amid clothing.

ALL this was on the principle that the thing to do was to get talked about.

Wanamaker had gauged his public correctly. He soon became the largest clothing advertiser in the country and "one of the leading clothiers of Philadelphia." His mind was ever alert to new pyrotechnics for catching the public's attention, and his successes spurred him to feats more and more daring.

The Pennsylvania Railroad had a huge, ramshackle freight house where the present Wanamaker store stands in Philadelphia. John Wanamaker heard that this structure was to be abandoned and torn down, whereupon he went to the officials and made a deal whereby he took over the entire property.

His idea was to turn the freight house into a store. But never was a store-location less fortunately situated. That section of town was

given over to nondescript activities, and was untrod by the people who make a department store's business. All Philadelphia began poking fun at "Wanamaker's folly."

Wanamaker, however, sailed for Europe to find merchandise.

About at this time, those two famous evangelists, Moody and Sankey, were at the top of their fame. A Philadelphia church committee arranged for a revival.

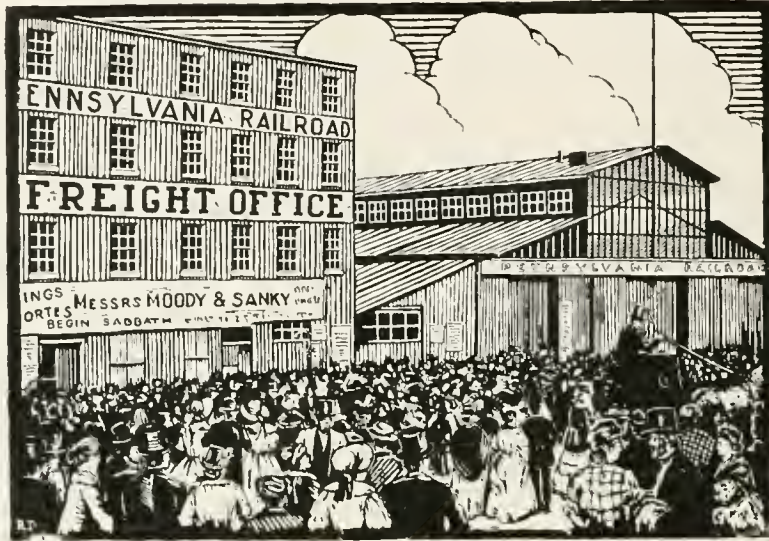
No auditorium large enough existed in the city. One inspired committeeman thought of Wanamaker's freight house. Wanamaker, still in Europe, was immediately cabled to for his terms. He replied, "One dollar."

Moody and Sankey came and filled Philadelphia with their evangelism. Crowds went nightly to John Wanamaker's tabernacle. The way to the freight house became a beaten path.

A half hour after Moody and Sankey had pronounced their final benediction, Wanamaker threw hundreds of workmen into the building. In a few days the place reopened. No longer did endless rows of pews greet the eye; now they were endless counters.

It was in this "Grand Depot" that John Wanamaker won his spurs as a great department store merchant. It was here that he put into practice those principles of "money-back and one-price" for which he later became famous. Many accused him of stealing these features from A. T. Stewart. Stealing is too harsh a word. Wanamaker was a great friend and admirer of Stewart's and emulated him in many ways. He added "money-back" and thus gave "one price" real point.

When he was launched on this





This photograph interrupted your passage through these pages. Like all the photographs used in advertising Van Raalte silk underwear, silk stockings, silk gloves, nettings and laces, it has *interrupting interest*. It demonstrates the Federal Interrupting Idea actually at work in advertising art, as an element to secure a reading of interrupting copy. The advertising of the Van Raalte Co. is prepared by the Federal Advertising Agency, Inc., 6 East 39th St., New York.

larger enterprise, he plunged even more dramatically into advertising. In December, 1879, he ran in the *Philadelphia Record* the first full-page advertisement ever used by a department store.

His advertising irritated his competitors exceedingly. In those days people used advertising space as freely and personally as conversation. So one found in the papers frequent and violent explosions against Wanamaker. Most of those took the form of "biting ridicule." Some of these specimens follow:

Not selling for cost, but at prices as low as our neighbor's professed cost prices.

Fifty thousand dollar's worth of dry goods at 20 per cent to 30 per cent less than they formerly cost us to buy.

BILLIONS OF MILLIONS, more or less, of ladies and gentlemen, boys and girls, spitzdogs and poodles, have visited our immense emporium during the first week of its existence, and the mammoth headquarters of monopoly is now an established fact, and must remain a monument to the gullibility of the public as long as there is a public to be gulled.

SOMETHING NEW
Our incomparable combined Mince Pie Meat Cutter and Mixer, Onion Peeler, Potato Parer, Dish Washer, Fire Tender, and Front Door Opener. This ingenious article will enable housekeepers to dispense entirely with servants.

The advertising of the "seventies" had not learned yet that one never grows rich advertising the perfidy and ridiculousness of competitors.

As Wanamaker's interests grew in size and importance, his methods took on more dignity. But fundamentally they have always been the same.

Today the Wanamaker Stores give recitals, art exhibitions, lectures, fashion shows free to the public. All are splendid, worthy attractions. But the theory behind them is that people must be made to frequent the store through extraneous means—just as the Moody and Sankey revival was employed almost fifty years ago. Today the Wanamaker Stores feature airplanes for sale, rare books, all sorts of merchandise of unusual character. All again on the theory that the store must be talked about; curiosity must be aroused.

But like the other pioneers, John Wanamaker had an insight into advertising fundamentals which modern diletantes never seem to acquire. He said:

"Continuous advertising, like continuous work, is most effective. If there is any enterprise in the world that a quitter should leave severely alone, it is advertising. Advertising

does not jerk, it pulls. It begins very gently at first. It increases day by day, year by year, until it exerts irresistible power."

In the late 1850's new advertising agents continued to straggle into the field. The number of advertisers multiplied rapidly; so did the number of publishers.

Into the midst of all this development burst the Civil War. On the Civil War hangs a bit of advertising history which is 1917-1919 all over again. In those days, also, it cost

publisher. Shattuck was appointed a special agent to carry out the loan.

To Shattuck's credit it must be said that he went at the job in a business-like and scientific way. His first step was an investigation. He found that the people of the United States did not look upon the bonds as a good investment. This pointed to educational advertising on the wealth of the country, its natural resources and growth. Shattuck's plan was to sell the United States to its citizens, and he used long copy to do it. This, it seems, is the first use of lengthy educational copy in advertising. Immediately the bonds began to move. The loan went over the top, a big success.

In February, 1865, the redoubtable Jay Cooke undertook another loan. Cooke was an astute man. He did not temporize. He immediately secured an advertising appropriation of \$75,000—and W. B. Shattuck. Cooke and Shattuck then laid out a plan whereby the entire country was to be blanketed with their campaign. As Cooke instructed Shattuck, "Every publisher who has enterprise enough to solicit a loan advertisement is to have it."

Again Cooke was a wise man. The advertising redoubled the publishers' enthusiasm for the loan and once more the loan was a big success.

This dramatic and successful use of advertising by the government focused attention on advertising as never before. It also endowed it with a dignity of which it could not previously boast.

And, to reiterate, a new type of advertising was demonstrated—long, educational copy.

When peace was declared, all the business world turned eagerly to new enterprises—and advertising. Horace Greeley crystallized the mission of advertising anew in this admirable bit of constructive thinking:

"Whoever can supply this city cheapest with any article in general use, or can cheaply furnish an article which will meet a want hitherto more expensively met, cannot advertise too much if he knows how to advertise at all. There are inventions within my knowledge worth hundreds of thousands if the patentees knew how and had the enterprise to bring them home to the



money to prosecute a war; and in those days, also, the way out was government loans.

Salmon P. Chase was Secretary of the Treasury. He began by putting his loans out through the banks.

Having observed the power of advertising, Secretary Chase requested the banks to advertise the loan. This the banks did. But most of them insisted on carrying a full roster of officers, capital and surplus in the display. The government loan was relegated to a line or two of ten point and, of course, failed.

This experience showed Secretary Chase that the government would have to go into advertising on its own, so he called in a friend who was an advertising man.

Incidentally, the firm of S. M. Pettingill & Company had expected to get the government advertising contract. It had spent money in preparation and when the contract was definitely awarded to Chase's friend, it can be imagined that a buzz of talk went the rounds.

The advertising man selected was W. B. Shattuck, an erstwhile Ohio

[CONTINUED ON PAGE 80]

Are Agencies Developing Their Space Buying Departments?

Have advertising agencies in general given the same relative thought to improving their space buying departments as they have to their research, copy and other departments?

Are directories, circulation figures, lineage and rates the alpha and omega of space buying?

True enough, the newspaper publisher visits the buyer. The special representative travels his cities and in turn visits the buyer.

But how many agency space buyers ever visit the cities and personally get local experiences with competitive newspapers?

One man cannot cover the United States but he *can* lay out a definite program of travel for himself each year.

An agency can very well afford to maintain a well paid space buying department with a definite policy of personal field work and travel year after year.

Newspaper advertising, actually *selling* more merchandise than any other type of printed advertising, is a sales force worthy of one's most intelligent study.

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

Detroit
Atlanta

New York
Chicago

Kansas City
San Francisco

Don't Leave the Pictures to the Art Department!

By William M. Strong

MR. KENNETH M. GOODE tells about a rookie at target practice back in 1917. The scorer looked down at the neophyte and complained:

"Say, what's the idea? You've fired six bullets and not one of them has even hit the target."

The rookie glanced at his Springfield much as a tennis player does at his racket when he has just hit one on the wood. He scratched his head a moment, then:

"That's funny," he said, "they left here all right."

It is often a matter for conjecture whether all of us who are so energetically and so expensively shooting at possible customers are really reaching them. Aren't we rather, most of the time, content with pulling the trigger in a competent and dignified-looking way?

I am now talking esoterically of copy. And every mail-order advertiser knows that however much the picture may attract and please the eye, it is the copy after all that clears—or fails to clear—the counter. Now what kind of copy *does* clear the counter? Is it long copy, short copy, nobby headlines, good first paragraphs? Or (as I think) none of these things?

We hear a great deal of talk about style—writing style. What is style, anyway? How important is it to advertising? Perhaps these sentences by Remy de Gourmont may help to clear up those questions:

"A new fact or a new idea," writes the French philosopher, "is worth more than a fine phrase. Nothing dies more quickly than a style which does not rest on the solidity of vigorous thinking. The value of the style is exactly equivalent to the value of the thought. For style and thought are one."

Now I am going to submit that in order to reach its mark copy must be just one thing. It must be vivid. For unless it is vivid, graphic, picturesque, no matter how smoothly we write, people will soon forget what we say.

My choice of this word "vivid" is perhaps a little bit arbitrary, and I shall have to explain what I mean by it.

Everyone has noticed that those who talk and write most vividly are those who use similes and metaphors most freely. These people put the unknown in terms of the known. They realize that the easiest and best way to describe something is to speak of it as like something else.

Let us see how great copy-writers do it. Here is a sentence by Charles Dickens. Dickens wants to put over this simple fact: Mr. Pickwick's anger subsided. Here is how he does it:

The unaccustomed lines which sudden anger had left on Mr. Pickwick's clear and open brow gradually melted away, like the marks of a black lead pencil beneath the softening influence of India rubber.

Why is this so effective? Simply because Dickens knew that to be felt, a situation must be vividly realized in imagination. By likening Mr. Pickwick's anger to something we know, he has appealed to our imagination and so put the scene over to us.

Now what happens when we apply this principle to advertising? I think immediately of a recent advertisement of Packard cars. It begins:

Packard was born in the lap of luxury. The first Packard was built by a wealthy man for his own use. Soon a rich man's hobby became a business—an ever-growing business. And, *never having known poverty*, Packard never learned to substitute or cut corners. The best was always available and always used.

Contrast that vivid personification of an automobile with the following advertisement in a late number of the *Saturday Evening Post*:

BLANK prices are lowest because tremendous volume has made possible an economical method of manufacture. The world's largest production of sixes opens economies not possible in a smaller production.

Through increase of quality, greater sales and volume economies have resulted. That volume permits lower prices. It explains why BLANK with the patented so-and-so principle has distinctive smoothness, long-life, wide performance range, etc., etc., etc.

Now to return for a moment to the front row with the good children, we find this contribution from the Western Clock Company:

A CLOCK YOU CAN TRUST—\$1.50

If you use a clock to wake you every morning, reliability is more important than low price, for a *careless clock* can lose you several times its cost.

Notice the vividness of that simple characterization, "a careless clock." How much less stimulating this would have been if it had read "a cheap clock" or an "unreliable clock."

Once more:

Sending clothes in a cheap trunk is like rolling a baby over a cliff. Both will undoubtedly arrive at their destination, but there is no telling in what condition.

So far I have offered no evidence that my theory works. Now I do.

The advertising manager of a famous correspondence school, the name of which you may recognize, recently showed me two advertisements that had appeared in the same magazines and in approximately the same position. Advertisement A, with the full text of which I need not bore you, stated, and truthfully, that this organization "teaches the underlying principles of modern business as applied by successful executives." That it was founded in such and such a year by so and so; that 60 per cent of its subscribers are officers in their places of business; and that one out of every three is a college graduate. That a free descriptive booklet will be sent *auf Wunsch*, and so on.

Sufficiently impressive facts, but just about as startling as a "tomato surprise." Now read advertisement B:

A WONDERFUL TWO YEARS' TRIP
AT FULL PAY

but only men with imagination can take it

To some men a coupon is a coupon; a book is a book; a course is a course. But to men with imagination, the BLANK Course is like a wonderful two years' trip.

An automobile is at your door; you are invited to pack your bag and step in. You will go to the office of the president of one of the biggest banks. You will spend hours with him, and with other bank presidents.

Each one will take you personally thru his institution. He will explain clearly the operations of his bank; he will answer any question that comes to your mind. He will give you at first hand the things you need to know about the financial side of business.

Next, the car will take you to the offices of men who direct great selling organizations. Thru other days the heads of accounting departments will guide you. Great economists and teachers and business leaders will be your companions.

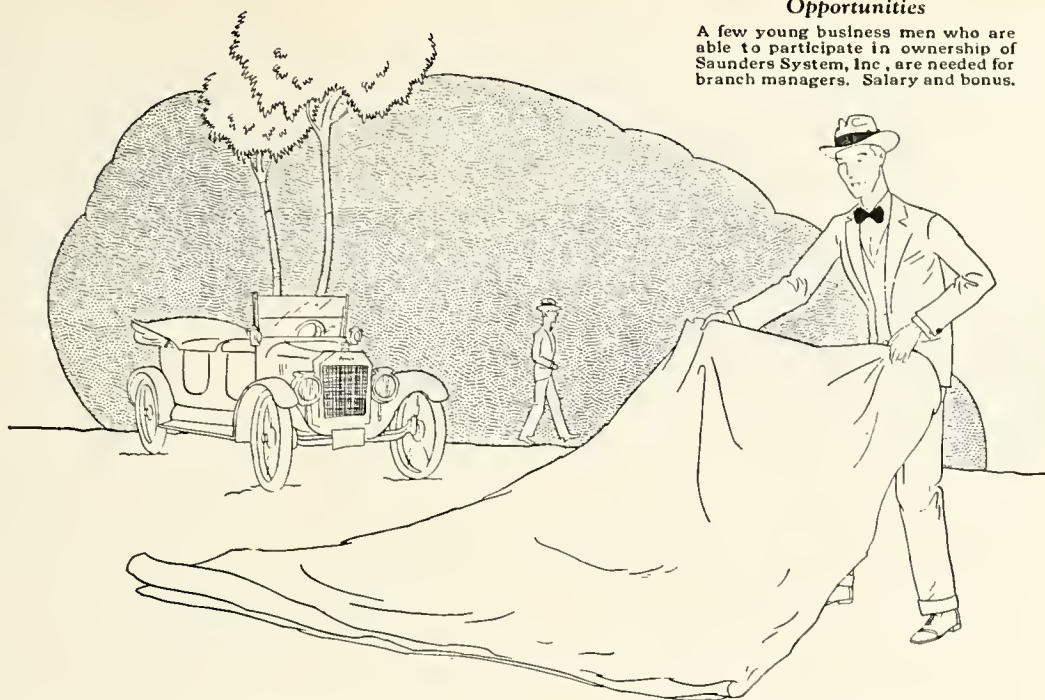
For two years you live with them. In two years you gain what they have had to work out for themselves thru a lifetime of practical effort.

What a difference there is! And the proof that our instincts are not

[CONTINUED ON PAGE 56]

Opportunities

A few young business men who are able to participate in ownership of Saunders System, Inc., are needed for branch managers. Salary and bonus.



In 1916 the "Garage" was a Tarpaulin Today The Saunders System Operates 85 Modern Stations

THE Saunders brothers were in the real estate business at Omaha in 1916—when they first had the idea of renting automobiles *by the mile*.

Omaha real estate was on no boom—and the Saunders boys weren't exactly burdened with capital to finance their "drive it yourself" scheme. When they had managed to buy an old Ford, for their stock in trade, their resources were exhausted—there wasn't even enough left to rent a garage!

One of the Saunders' found an old tarpaulin—and for many months it was the Ford's only protection at night.

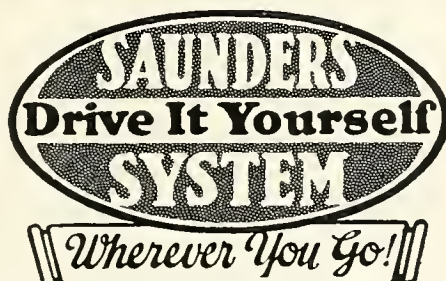
But today—only ten years later—the Saunders System is serving the entire nation through eighty-five modern stations in principal cities!

Good management? Yes—but a whole lot more. The Saunders System is a permanent success because it is based on an *idea*!

The *idea* is to rent you an automobile *by the mile* that you can drive yourself! The Saunders System pays for gas, oil and repairs. You pay only for actual miles traveled!

Consider the folks to whom this plan appeals! Business men without cars who must "cover lots of territory". Families who yearn to spend a day in the country. Young people and old who need a car just for a day—for business or pleasure! The potential customers of the Saunders System can be counted only in *millions*!

Last year Saunders System cars were driven 20,000,000 miles!



Main Office: 1214 Wyandotte St., Kansas City, Mo.

85 Branches in Principal Cities

Send for "Motor Car Advantages Unscrambled"—It's free.



Going to Philadelphia

[June 19—24]

PLANs for the Annual Convention of the Associated Advertising Clubs of the World have reached a definite stage. Herewith are published the programs of various departmental meetings which will be held.

Insurance Advertising Conference

**Benjamin Franklin Hotel
Tuesday Morning, June 22
Opening at 9:00 o'clock**

Group sessions of the three groups which make up the personnel of the Insurance Advertising Conference:

Life Group—Presiding: B. N. Mills, advertising manager, Bankers' Life Insurance Company, Des Moines, Iowa.

Fire Group—Presiding: John W. Longnecker, advertising manager, Hartford Fire Insurance Company, Hartford, Conn.

Casualty and Surety Group—Presiding: Sidney C. Doolittle, publication manager, Fidelity & Deposit Company, Baltimore, Md. 12:20 *Lunch*—Presiding: Edward A. Collins, president, Insurance Advertising Conference.

Speaker—Charles H. Holland, president, The Independence Companies, Philadelphia, Pa.

**Tuesday Afternoon, June 22
Opening at 2:30 o'clock**

Presiding: Warren W. Ellis, vice-president, Insurance Advertising Conference; manager of sales promotion, Commercial Union Assurance Company, New York, N. Y.

Blotters—An Expensive Habit or a Selling Investment?—Franklin Dorect, Whittet & Shepperson, Richmond, Va.

The Insurance Advertising Exhibit—A group of selected speakers, and discussions under direction of the Exhibit Committee, Miss Alice E. Roche, chairman.

Annual Business Meeting and Election of Officers.

General Magazine Representatives

**College Hall, Room 205
University of Pennsylvania
Tuesday Morning, June 22
Opening at 10 o'clock**

Presiding: A. M. Carey, advertising manager, International Studio, New York; chairman, Magazine Group, Advertising Club of New York.

Organization and general discussion.

Cultivating the Advertising Prospect for the Magazine Salesmen—Phillip Kobbe, Phillip Kobbe Company, New York, N. Y.

The Present-Day Methods of Selling Mag-

azine Advertising—three-minute talks by magazine advertising specialists.

**Tuesday Afternoon, June 22
Opening at 2 o'clock**

Presiding: Gilbert T. Hodges of the Executive Board, Frank A. Munsey Company, New York; president, Magazine Club of New York.

The Magazine as a Social Force—Rev. Dr. A. Ray Petty, pastor, Grace Baptist Temple, Philadelphia, Pa.

The Place of the Magazine in the Advertising Schedule—G. Lynn Sumner, president, G. Lynn Sumner Company, New York, N. Y.

Magazines as Advertising Media in England—Ivor Nicholson, business manager, National Magazine Company, Ltd., London, England.

Some Recent Developments in Circulation Statistics—Paul T. Cherington, director of Research, J. Walter Thompson Company, New York, N. Y.

The Part Played by Magazines in the Educational Development of the Nation—Prof. Harold J. Stonier, University of Southern California, Palo Alto, Cal.

Window Display Advertising Association

**Tuesday Morning, June 22nd
Opening at 10 o'clock**

Presiding: Frank C. Kenyon, Jr., Manager, Sales Promotion, Congoleum-Nairn, Inc., Vice-President, Window Display Advertising Association.

Push vs. Pull in Window Displays—Herbert W. Hess, Ph. D., Professor of Merchandising, Wharton School, University of Pennsylvania.

Discussion.—Ten Minutes.
Farm Market Window Displays—B. J. Parsons, Formerly with J. Walter Thompson Company, now Director of Merchandising, Standard Farm Unit, Chicago.

Discussion.—Ten Minutes.
Building a Business with Window and Store Displays—Samuel C. Dobbs, Former President, Coca Cola Company; Former President, Associated Advertising Clubs of the World.

Discussion.—Ten Minutes.

Advertising Specialty Association

**Wednesday Morning, June 23rd
Opening at 10 o'clock**

Presiding: George C. Hirst, Vice-President and Treasurer, The Osborne Company, Newark, New Jersey.

The Human Appeal in Advertising I. The Story:

(a) *Advertising Specialties Create Good Will*—Samuel C. Dobbs, former President, The Coca Cola Company; former President, Associated Advertising Clubs, Atlanta, Georgia.

(b) *Advertisements that Beautify Home and Office*—E. N. Ferdon, President, The Blanchard Company, Aurora, Illinois; President, Advertising Specialty Association.

(c) *Little Gifts that Remind You of the Giver*—Thomas H. Sewell, Advertising Manager, Ohio Savings Bank & Trust Company, Toledo, Ohio.

(d) *Business Secrets*—G. M. Gottfried, Manager Sales Promotion, Bakeries Service Corporation.

11.—*The Illustrations:*

Pictures Speak Louder than Words.

Association of Newspaper Advertising Executives

Room 117, Logan Hall

**Monday Morning—June 21
10:00 o'clock**

Opening Session

This short session will be devoted to a get-together and general introductory meeting. Organization and business matters of importance are scheduled so a full attendance is desired in order that the meeting on Monday may start the regular program without delay.

**Monday Afternoon
2:00 o'clock**

Newspaper Promotion

W. G. Bryan, president, The W. G. Bryan Organization of New York—"What is Newspaper Efficiency?"

L. E. McGivena, Manager of Publicity, the New York News—"No Place for a Plumber."

B. T. McCanna, Manager of Publicity, the Chicago Tribune—"Good Will Through Public Service."

General discussion from the floor.

**Tuesday Morning—June 22
9:00 o'clock**

National Advertising

Miss Grace Walton, Advertising Manager, Julius Kayser & Company—"If Retailers Can Make Newspaper Space Pay, So Can Manufacturers."

Roy S. Durstine, Secretary-Treasurer, Barton, Durstine & Osborn, Inc., and President of the American Association of Advertising Agencies—"Suggestions From the Advertising Agency Angle."

J. M. Cleary, Sales Manager, the Studebaker Corporation of America—"Why Is Free Publicity?"

Open discussion.

**Tuesday Afternoon
2:00 o'clock**

Local Display Advertising

I. R. Parsons, Advertising Director, the New York Telegram (formerly a department store advertising manager)—"Merchandising a Newspaper."

Frank B. Jennings, Advertising Manager, the May Company, Cleveland—"Is Circulation Your Chief Merchandise?"

Edwin S. Friendly, Business Manager, the New York Sun—"Development of Modern Newspaper Advertising."

Open discussion.

**Wednesday Morning—June 23
9:00 o'clock**

Classified Advertising

Walter W. Murdock, Classified Advertising Manager, Detroit Free Press—"Building Classified Advertising."

Frank McCabe, Classified Advertising Manager, the New York World—"The Relative Importance of Classified and Display Advertising."

Open discussion of classified advertising problems will follow the two addresses. In case all discussions from previous sessions have not been completed, they will be taken up at this time.

Previous to this session the judges will have considered the various stories of newspaper advertising success that were entered in the competition for the A. L. Shuman trophy. Success stories specified by the judges will be presented at this session.

**Wednesday Afternoon
2:00 o'clock**

General Problems Concerning Complete Advertising Department

William B. Bryant, publisher, the Patterson (N. J.) Press-Guardian—"The Ad-

[CONTINUED ON PAGE 64]



MANUFACTURING INDUSTRIES

15 East 26th St., New York, N. Y.

RUTLEDGE BERMINGHAM
Advertising Manager

Its advertisers,
like its readers,
are the best in the country

Publication of The Ronald Press Company

Member A.B.C.—A.B.P.

The 8 pt. Page

by

Odds Bodkins

OVER the week-end I found time to peruse George French's latest book, *Twentieth Century Advertising*. I confess to skipping some chapters, but I read enough to get the full flavor and significance of the book, and I want to go on record as being of the opinion that G. F. has made a real contribution to advertising. He has gone back twenty-five years and gathered up the tenuous strands that were the advertising of 1900 and followed them down to today, weaving them into a book that reflects the progress of the art during the past quarter century in rather a remarkable way, tying in the personalities who have influenced this progress. I found myself in a reminiscent mood as I followed its course through the old *Profitable Advertising* days, when I first met G. F.; and a lump developed in my throat when I came upon the picture of that fine character, George B. Sharpe (how well I remember the Sunday he and I spent together in Baltimore at the time of the Baltimore Convention) who met an untimely death by drowning three years ago.

The future student of advertising, seeking an understanding of its growth and background, and the business historian of tomorrow, will bless George French for this book. It will give them that clear and sympathetic picture of our time which will be so hard to get after the page of *The Present* has been turned.

Finishing his picture of the past, G. F. turns to tomorrow and calls on a group of his contemporaries to look with him into the future of advertising. And very interesting are a number of the glimpses of this gallery of prophets. Interesting and thought provoking.

—8-pt—

Years and years ago, when the *Advertising and Selling* that the *Fortnightly* absorbed was young, and Leroy Fairman edited it, I used to have a humble desk in the editorial sanctum, where I dotted i's and crossed t's for L. F. and stormed at him for not having the editorials ready on time. "Jake," he called me in those days. "Jake," he would say, "here's another epoch-making MS from Calvin Luther—Go over it."

A MS from Calvin Luther was an event—Luther's stuff was stimulating. I got to thinking of it when I laid George French's book down, and I went and dug out an old bound volume

of A & S and delved into it. I believe you will be interested in tasting a few paragraphs. I quote:

"Montgomery Ward, a jobber in hardware, was hungry for more business. The large concerns of Chicago, St. Louis and Cleveland—the hardware centers of that time—happened to feel exactly as he did. I knew most of them, or their buyers, personally, and a shrewder, more aggressive half-dozen men never competed. No doubt they all analyzed and reasoned, with a certain skill and up to a certain point; in one direction, they were all confronted by this maxim:

"Hardware must reach the consumer through the retailer; he carries stock, extends credit; to eliminate him we should need a branch in every village."

"At this point they stopped analyzing and reasoning; but Montgomery Ward kept on. I shall never forget our amazement at the size of his order for lawn mowers, two years after he parted company with his fellow jobbers! The mail order business is not only one of the most irritating phenomena of modern trade; it is one of the most instructive!"

I found it so!

—8-pt—

Congratulations to whoever posed this Phenix Cheese picture from a current rotogravure advertisement!



So many food product advertisements are robbed of their hunger-creating quality by over-dolling them, or by swamping them with scenery, that it is refreshing to come upon a picture that puts a product in a setting that gives it so elemental an hunger appeal.



"In this age of specialization what do you think of this?" writes Russell J. Conn, of Fronda-Haupt Co., and submits the following advertisement from the Milford (Del.) *Chronicle*:

SAMUEL J. WILSON & SON
MILTON, DELAWARE

FUNERAL DIRECTORS AND EMBALMERS

We have added to our funeral equipment a new Motor Funeral Car, for which we make no extra charge. We have still retained both our Black and White horse drawn hearses, which therefore places us in a position to furnish either horse drawn or motor hearses.

We are the best equipped and carry the largest stock of funeral supplies south of Wilmington.

Call phone. Office No. 22, residence No. 29. Phone service day and night. If calling after 10 p. m. call No. 29. All calls promptly answered. No extra charge for distance, use of hearse or wife's services.

We also carry a large and complete assortment of furniture, carriages, runabouts, farm wagons, rack wagons and farming implements.

And as though to complement the undertaker's advertisement, R. J. C. incloses another from the same Delaware paper which seems to me almost unnecessarily suspicious or forgiving or something or other:

CARD OF THANKS

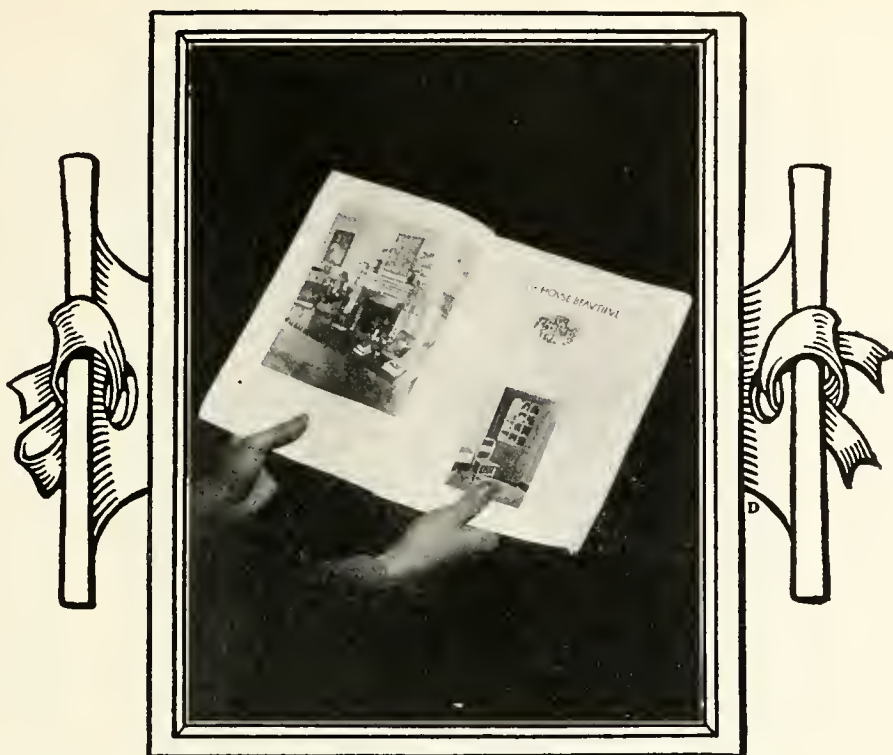
We wish to thank the friends who assisted in any way in the death and burial of James D. Bennett. Brothers and Sisters.

1tp

—8-pt—

"I have revised my opinion about pneumatics (pneumatic tires)" says Harvey S. Firestone in his memoirs which are being published in *System*, "but I still retain a strong liking for cushion tires—which is possibly the reason why our present company makes so many of them for heavy duty."

Words of wisdom. Any business is likely to reflect the personal liking of its founder in its sales. I sometimes wonder if one of the greatest services of advertising agencies has not been that they have gone into businesses and found their owners pottering along with favorite products that had minor potentialities, and insisted on turning the spot-light on less favored products for which there was a large waiting market.



**"I Haven't Read THE HOUSE BEAUTIFUL
Five Years for Nothing... *And I Know
Just About What I Want, BUT...*"**

So writes one subscriber and in similar vein more than two thousand others each month asking our Home Builder's Service Bureau the how and why of home building and decorating. It is the service rendered these inquirers which gives The House Beautiful its commanding prestige in the home building class publication field. The House

Beautiful covers one subject thoroughly in each issue—and that subject is the same every month of the twelve — how to make a beautiful, livable home. The prestige and following of The House Beautiful means hard cash value to every advertiser. Interest in its pages is specific — response is interest of the genuine sort. Shall we send you all the facts?

Circulation 70,000 Net Paid (ABC)

Rebate-backed, Guaranteed

Plus liberal bonus for balance of this year

THE HOUSE BEAUTIFUL

8 Arlington Street

Boston, Massachusetts

A Member of the Class Group

What Ails Radio?

[CONTINUED FROM PAGE 20]

ever, great numbers of these men, young today but five years more youthful in 1921, plunged into radio manufacturing. For the dozen or two who have survived the catastrophes of these five years, several hundreds, if not thousands, have been engulfed.

These youths, despite their enthusiasm for their new "toy," displayed the usual shortcomings of youth. They did not stop to ask counsel as to business methods; they did not profit by others' mistakes; they did not observe tested principles of manufacturing and merchandising; they did not cling to moderation in their advertising. They did a hundred things that only youth will do, of which the worst was immense over-production because they were too inexperienced to adopt any scheme of production control; and, the next worst, dumping that overstock on a price-slashing basis that defied all principles of merchandising.

It is no sin to be a youth. Most of us have been. Youth, however, makes mistakes; and chief

of these is lack of judgment, summed up usually in the word "experience."

Look, if you will, at another picture of radio.

At the other end, farthest from the manufacturing president, is the service man who installs and services the set. More important to the purchaser than any other single link of that long movement of the set from factory to his living room is the work of the man who climbs over the roof to put up the aerial and who gives instructions for dialling, testing the batteries and tubes, overloading electrical capacities, and the like.

"Service man" is the expression just used. "Service kid" would more aptly state the truth.

The department store in New York that claims to sell most radio sets in that city tells me:

"Do service men help to sell sets?



Courtesy Radio Retailing

THE radio dealer sells the set, installs it, and writes the mark-up as profit. Then, over a period of months, he enjoys the sensation of watching said profit dwindle away in service men's payrolls. The length of the free service promised varies on paper, but actually it endures until the final payment on the set reaches maturity. The hapless dealer generally holds the bag

No, they hurt sales. They are mostly kids, who have not reached business judgment or experience. They tell the most amazing whoppers to the people—not especially that they mean to lie, but they just don't know how to be cautious.

"Every week a dozen high school boys apply here for jobs. When we insert an ad for extra help or for service men, the applicants are all kids, seldom one over 20, high-school boys. At one time I had a gang of 68 service men, but not ten of them were over 20.

"The trouble with servicing radio is that electricians are already making \$60 a week and won't bother with radio enough to learn it. Nobody but a kid has the enthusiasm that makes a really good servicer, and, kids lack judgment."

Another New York department store tells me:

"At the height of the season we had 110 service men last winter. Not 15 of them were old enough to vote."

A third, though minor, ailment is a sort of misconception.

Men think, in most new matters, in similes; that is, they compare the unknown new thing with something familiar.

It is impossible to hold a conversation with any radio man, be he manufacturer or dealer or platform speaker, without hearing him drag in some such comparison as that "radio is where the automobile was twenty years ago," or "radio ought to learn from the piano business," or "radio is going through just what the phonograph did." Such misconceptions make harder the attempt to discover what ails radio, for radio is not, essentially, like any one of these.

For the manufacturer, radio presents production difficulties peculiar only to radio; the selling is complicated by a servicing problem that gnaws big holes in profits; for the owner, successful and

satisfactory operation hangs on individual skill.

Were it generally known how severe is the burden of radio servicing, two-thirds of those who have failed as radio dealers would never have entered the business. Their "fly-by-night" quality, so derided by successful competitors, has been a thing thrust upon them by the nature of radio. For the selling of radio carries a servicing problem unknown to other merchandise; the washing machine with all its troubles presented nothing its equal, and the electric refrigerator is "fool-proof" in comparison with a radio receiving set.

Radio history, for its five brief years, is a graveyard of blasted hopes. In numbers so many that I would not estimate them, radio geniuses have perfected receiving sets that were inconceivably faultless for tone and volume, selectivity

N.B. This advertisement is one of a series appearing as a full page in *The Enquirer*. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, *The Enquirer's* coverage of the district is shown.



Three down-the-river neighbors . . .

Mrs. Fernbank, Mrs. Delhi and Mrs. Sayler Park

GIANT trees arch the road with interlocking branches. A broad, shady lawn sweeps back to a stately house—the whole somehow reminds you of Virginia reels and hoop-skirts. Yet . . .

There is nothing "hoop-skirty" about the modish figure pouring tea in a corner of the porch. Mrs. Fernbank—for it is she—might have stepped from a page in *Vogue*. And so might her two guests, Mrs. Sayler Park and Mrs. Delhi.

Indeed, these three women have many things in common. They spend much of their time at one another's homes; they belong to the same bridge club; they all play golf over the sporty little course that lies over the hill. One might almost say that the three com-

munities they represent are one—so alike are their interests.

One of these mutual interests presents itself every morning at the breakfast table. It is *The Enquirer*. The husband reads it before he departs for the city-bound commuter; it is a regular part of the wife's morning schedule.

Figures? In this triple-neighborhood are 467 residence buildings; here, 283 *Enquirers* are delivered daily.

To advertisers, these facts are especially important. For here are three suburbs, each with tremendous purchasing power—each covered every morning, before the shopping trip, by one great newspaper. Cover them with that newspaper—*The Enquirer*.

I. A. KLEIN

New York

Chicago

THE CINCINNATI

"Goes to the home,

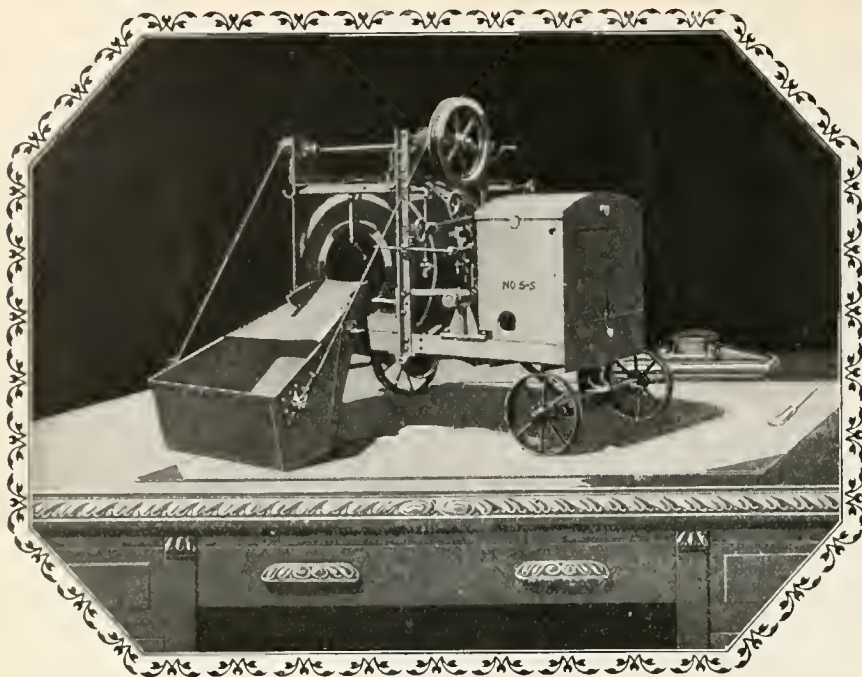


R. J. BIDWELL CO.

San Francisco Los Angeles

ENQUIRER

stays in the home"



Making them see the product

"If I could only get my product into the hands of every prospect for examination, all my sales problems would solve themselves," said the sales manager.

The product is a concrete mixer. It cannot be wheeled into the contractor's office by way of arousing interest. But that achievement, the sales manager found, could be closely approximated through the use of direct advertising, because of its flexible format.

The direct advertising as executed put the advertiser almost in the fortunate position of sitting at the prospect's desk with the product before them.

A little portfolio, in which this as well as other applications of direct advertising are illustrated, will be gladly sent to executives who are interested in the use of direct advertising as a medium.

EVANS-WINTER-HEBB Inc. Detroit

822 Hancock Avenue West



The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both personnel and complete facilities: Marketing Analysis • Plan • Copy • Art • Engraving • Letterpress and Offset Printing • Binding • Mailing

and unit-control; so miraculous that bankers eagerly rushed into radio promoting and used the curb to get in others; but always there came, in the end, the same result. What the genius could do in the laboratory with a single set he could not do for a factory turning out 40,000 sets a year. For the single set he was demonstrating each defect could be met instantly by his nimble fingers, but for the factory-produced set to be sold and installed by some dealer at a distance the conditions were different, especially when it is remembered that the dealer's customer had been led to believe that he could set the dials at 10-20-30, light his cigarette, recline on the davenport under the romantic glow of the lamp, and get Boston.

INSTALLING and servicing were inseparable from early radio selling. The dealer had no choice other than to correct the manufacturing defects, to rectify the adjustments thrown out of balance in shipping and handling, to satisfy the complaints of the owner, be they real or imaginary. Eagerness to please the customer led to free servicing. In fact, nowhere does there appear to have been the least thought of a servicing charge.

Servicing expenses begin with delivery of the set. Seldom does the customer buy "as is." The dealer "installs" and "demonstrates" and "instructs the owner", whether his residence be one mile away or twenty. Although a flat charge is customary for this initial servicing, competition and overly-enthusiastic dealers have gradually cut down the figure until it barely covers wholesale price of aerial and lightning arrestor.

Radio dealers have been self-deceived in the flare-backs of their own service contracts and the warranty they have been giving their customers. Cost accounting hardly exists among retailers. Many of them have only the haziest of notions as to the expense of servicing.

The dealer makes a sale, the mark-up margin of which he chalks down as "profit." He forgets that for six or eight months to come, his service department will be making calls on the customer in efforts to keep the radio sold until maturity of final installment of the price. The original sale occurs in mid-winter. The servicing extends over the ensuing summer. During the height of radio selling, the volume of apparent "profits" looms so large that the servicing costs are barely evaluated at their true significance, but, when the dull months of summer are upon the dealer, each week's payroll for service men is magnified. "Seasonal dullness" is, therefore, often blamed for more sins than are rightfully its own.

Within a single week of April two radio dealers made almost identical remarks to me. One, who is the largest single radio retailer in the country with a business last season of \$7,000,000 told me:

"Servicing has killed the profits of

Oklahoma is one of four states which Babson's June report says "should prove worthy of attention." Oklahoma is one of nine states which Babson's June Sales and Credit Map shows in the "Most Favorable" sales zone. Oklahoma is one of twelve states which the same authority designates as having the "Most Favorable" crop prospects.



Oklahoma Business Men *See Quickening Activity in all Lines as State Harvests Bumper Wheat Crop*

With Oklahoma's 60,000,000 to 80,000,000 bushel wheat crop practically made, with sixty-five to ninety millions of dollars in sight as a direct result of this crop, Oklahoma City business men in all lines of activity are preparing for Oklahoma's greatest selling season since war days.

With the possible exception of one or two war years, Oklahoma's *spendable* income this year should be greater than ever before, for two splendid crops in 1924 and 1925 have taken practically all Oklahoma farmers completely out of debt.

Oklahoma's farm income this year will quickly find its way into channels of trade; it will be reflected in the purchases of small town retailers and in those of Oklahoma City's metropolitan stores; it will swell the volume of Oklahoma's jobbers and brokers; it will be passed on to those

national manufacturers who are seeking business in the great Oklahoma market.

Already the Daily Oklahoman and Oklahoma City Times through their advertising lineage are reflecting the increasing interest manifested by national concerns in this market. For the fifth consecutive month Oklahoman and Times advertising lineage in June showed an increase of more than 100,000 lines, bringing the total gains for 1926 to 727,966 lines.

The Daily Oklahoman and Oklahoma City Times at one low cost give the advertiser access to the entire Central and Western portions of the state, those counties which will share largest in the bumper wheat crop.

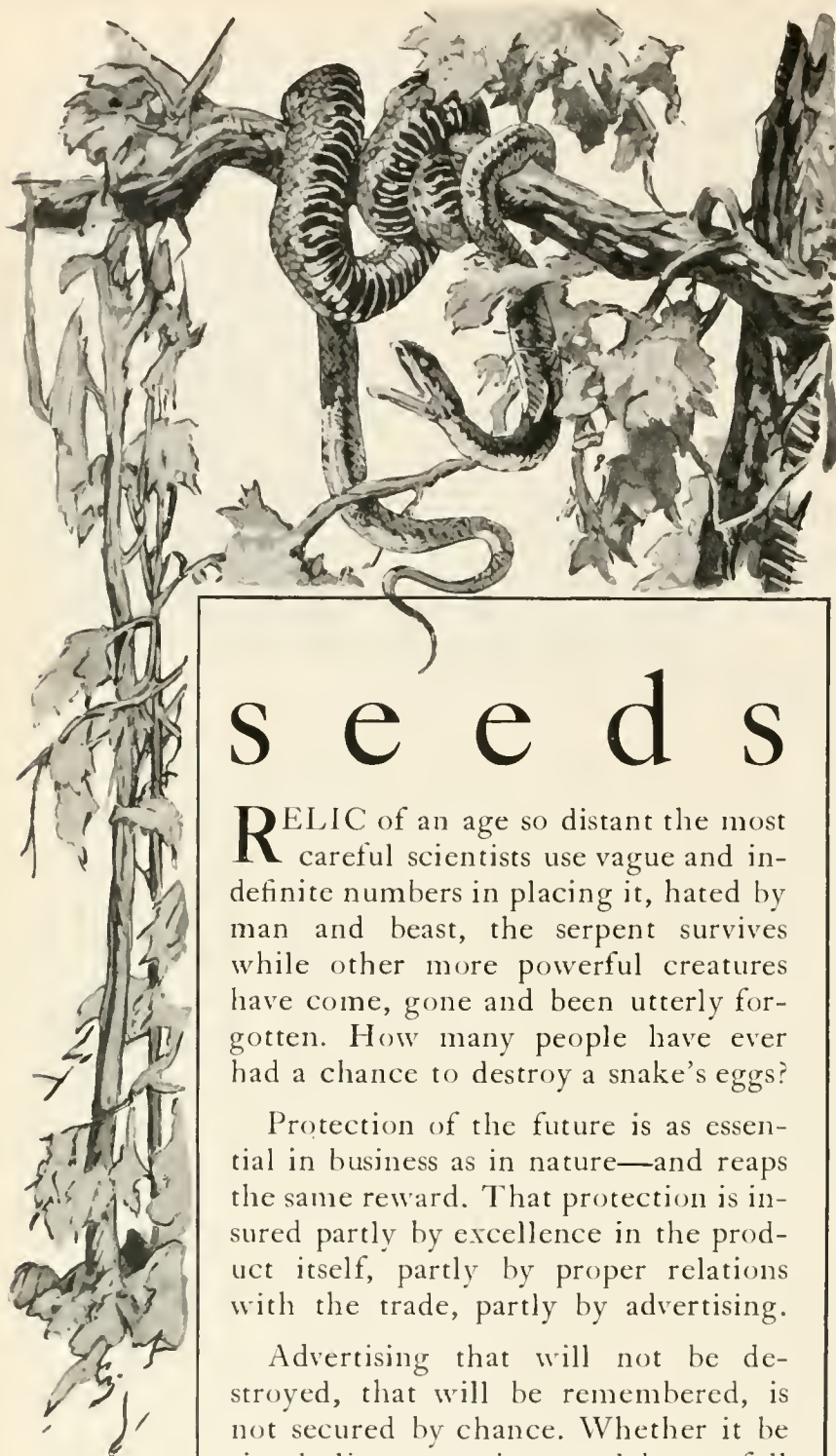
A complete analysis of circulation, together with marketing opportunities for any specific product, will be furnished upon request.

The **DAILY OKLAHOMAN**
OKLAHOMA CITY TIMES
thoroughly and alone cover the Oklahoma City Market

E. KATZ SPECIAL
New York, Chicago, Kansas City



ADVERTISING AGENCY
Detroit, Atlanta, San Francisco



s e e d s

RELIC of an age so distant the most careful scientists use vague and indefinite numbers in placing it, hated by man and beast, the serpent survives while other more powerful creatures have come, gone and been utterly forgotten. How many people have ever had a chance to destroy a snake's eggs?

Protection of the future is as essential in business as in nature—and reaps the same reward. That protection is insured partly by excellence in the product itself, partly by proper relations with the trade, partly by advertising.

Advertising that will not be destroyed, that will be remembered, is not secured by chance. Whether it be simple line engravings or elaborate full color plates, the most successful advertisers use only the best.

Gatchel & Manning, INC.

C. A. STINSON, President

Photo Engravers

West Washington Square ↔ 230 South 7th St.

P H I L A D E L P H I A

selling radio. The man who has paid \$35 for a set, at a special sale, feels that he has laid out a big price and he expects to get something for his money. He demands servicing just as insistently as the lady who has paid \$450. The result is that unless we revamp our policies, the cost of free servicing will just about equal the profits of selling the set."

The other dealer is a battery-shop man, a skilled electrician, twenty miles back from the Hudson River in The Catskills, who last autumn added radio to his line. He sold two sets during the "season." His complaint is:

"I wish their houses would burn down! They give me more trouble than a hundred batteries would, and at fifty cents an hour for time I calculate I've paid out more already than I made on the sale, not to count all the gasoline I've burned getting to them."

Do those instances sound over-drawn?

If so, listen to the statement of a world-famous department store in Chicago:

"I hate to tell you what our servicing costs. There is one set of figures I never look at. Servicing takes more than the man's time—that's bad enough—but it's always some allowance for a "B" battery, or a tube, or something else. Servicing never comes to an end. No matter what we guarantee, the owner will call us six or eight months after buying.

"Our trouble is that radio isn't the only thing sold by this store. A good customer must be satisfied and kept satisfied. That's why the radio department is the biggest leak in the whole store."

From a New York department store:

"July fifteenth we expect to throw off one of our radio headaches. On that day we expect to quit servicing sets. We have been promising six months' servicing ever since we began to sell radio, but on January 15 we stopped doing that, and the last promise will expire on the fifteenth of July. After that day, we hope to make some money selling radio.

"Our radio servicing has cost us 7 per cent of gross sales over and above what we have been able to collect from owners. That percentage ought to be 1 or 1.5 at most."

NOW if—and it is no "if" but a certainty—the most experienced merchandisers of America find radio servicing such a costly undertaking, is it any wonder that lesser concerns, with inexperience, find themselves engulfed under the severe burden?

The costliness of radio servicing has a close second in the foolishness of much that goes under the "guaranteed servicing."

The customer paying \$800 for a radio in a period-design cabinet may warrant the sending of a uniformed flunkey to discover that the battery has run down; or the maker of our highest-price radio may fittingly insist on his rule that a preliminary visit shall be made to the home to examine the room where the

cabinet is to stand, with a color card from which madame selects a wrapping for the wires so that they shall harmonize with the color scheme of her room; but, for the ordinary radio, selling from \$75 to \$200 including accessories, such extremes of installation service would be sheer nonsense.

Much of the so-called servicing is nothing more than instructions for use of the set. Next in importance would be run-down batteries, burned-out tubes, loose wire connections.

Dealers estimate variously the proportion of such useless calls. Their estimates are of no interest, for the reason that all this foolishness is their own fault. No one else is to blame for the extravagant promises, made by themselves without adequate consideration, to give "free servicing" for all time.

No single change in the radio world will be so important, for the 1926-1927 season, as will be complete change of dealer-front in the matter of servicing. Servicing policies are today more important than single-controls, or the new detector tubes or cabinet models.

FIRST of these changes will be greater attention to original installation. Dealers have learned that every hour spent in proper installation of a set will save ten hours of explanation and unprofitable work in servicing at a later day. Any dealer who has not taken to heart this lesson will have it imposed on him from above—from the manufacturer.

Radio manufacturers are fast falling into two groups: those who do and those who do not believe that the manufacturer must assume responsibility for the set, through all stages, from the factory to the owner's hand. The better makers—and they are of course those who will survive—know that they are wasting their advertising money unless they assume responsibility for satisfying the purchaser. One dissatisfied owner nullifies half the advertising dollar. The better manufacturers, therefore, during the summer of 1926 are dinning at their distributors and through them hammering at their dealers the outstanding need of proper installation.

The second new policy also originates from the manufacturer.

April and May, for radio makers, are the months of "distributors' conventions" and "sales conferences." For the present year, for one manufacturer after another, there has not been the usual jazzing about a "revolutionary model shortly to be announced." This has been displaced by sound talks and clear thinking on the servicing problems of radio.

The keynote has been: "The no-charge servicing is disastrous."

One maker has told his dealers: "You must break even with servicing. With tubes and batteries and smaller repairs to sell, you ought to get enough revenue to pay out. You must specify with purchasers about servicing. You ought to attach printed notices to every

**don't underestimate
the importance
of the Greater Detroit
market by
trying to cover it
with less
than its two
evening newspapers
and two of its
three Sundays—
the contribution of
the Detroit
Times to this
coverage is more than
275,000 evenings
and 330,000 Sundays**

Nugents
The Sarment Weekly

Covers the Retail Ready-to-Wear Field More Thoroughly Than any other one paper

National circulation
11,000 copies weekly,
among—

1—75% of the best
Ready-to-Wear Retail-
ers, Merchandise Exec-
utives and Buyers in
Department Stores,
Dry Goods Stores,
and Specialty Shops in
nearly 3,000 cities and
towns.

2—Every registered
Ready-to-Wear Buyer
on arrival in the New
York Market—every
day.

3—Every worthwhile
Resident Buyer in New
York and many else-
where.

Nugents is exclusively a
Ready-to-Wear paper and
goes only where it does its
advertisers the most good.

If your client wishes to
reach the buyers of Ready-
to-Wear, he can do so best
through NUGENTS—and
it will cost less, too.

Published by
THE ALLEN BUSINESS PAPERS, Inc.
1225 Broadway, New York
Lackawanna 9150

set when delivered, stating that free service will be limited to two weeks, or thirty days at most, and that thereafter a charge will be made."

Another leading maker announces this policy:

"We insist that every dealer shall maintain a competent service department, and nothing is more carefully checked by our field men than this. We insist that the servicing shall be done free of all charge if the set is at fault in any particular, but we insist with the same firmness that it shall be at a charge for servicing of any other sort."

OTHER manufacturers are stressing the idea, without great variation of argument. The facts are clear: servicing has been the losing side of radio; and the remedy is equally apparent: "Make a charge for doing for the owner what he should do for himself." If the morning's sweeping breaks loose the battery connection, do not allow the owner to get three hours' time of a service man unless he expects to pay for his nonsense.

The servicing situation has been seriously complicated by time-payment selling, and for rather a peculiar reason. With automobiles the purchaser understands that his dealer sells the notes to a discount company, to whom it is useless to complain about the car. Such a complaint would be met with some such cold rejoinder as, "We are a bank; we loaned you money to buy the car; you gave us your notes. Unless you pay them, away goes the car. If you can't make it go, take it to a service station and have it fixed." With radio, however, for some unaccountable reason, the owner thinks of his dealer as retaining the installment-notes. The purchaser is, therefore, merciless in his demands for ridiculous servicing so long as payments are due, often with the thought that the dealer is compelled to keep the set in working order. This attitude has been further enhanced by all the radio price wars, for price-slashing often brings into the market new sets, identical with that for which the owner still owes sixty per cent of cost, at a price so low that he could permit repossession of the first set and still buy a new set for less than the unpaid installments.

The best radio servicing in this country will be a surprise to nearly every manufacturer. It is unknown to ninety-five per cent of the radio dealers. Its very simplicity is the cause of its being so unknown.

This is servicing by telephone.

Telephone calls are ordinarily answered by the least valuable employe of the radio department. If the girl who answers knows nothing of radio technique, the only thing she can do is to jot down the name of the complainant and hand it over to the servicing department. If, on the contrary, the telephone is answered by someone versed in radio, he can easily ask: "What does the battery test?" Should the owner not possess a hydrometer, the complaint is turned upon him by

advice that he go out and purchase one. The same procedure applies to tubes, wire connections, loosened aërials. Often the whole complaint may be cleared by knowledge that "last night was a bad night on the air."

"I cut the servicing force from seventeen to two," said the man who first mentioned telephone servicing to me. "I pay \$42 a week to the man who answers the telephone. The commonest thing he tells them is to read page 14 of the owner's instruction book. . . . Another thing I learned was a surprise. At first, I had the girl write down the names and I called them up when I had a chance. It made them mad, every time. Usually they slammed the receiver against me and told me we were trying to escape keeping our promise to send a man, but since I put the right man on the telephone to answer in the first place, everything goes smooth as grease. He begins to ask questions. He makes the complainer do his own servicing. . . . And, would you believe it, the radio owner that does his own servicing gets most out of it."

Everywhere is expressed the feeling that ultimately we shall have radio service stations apart from the dealer. And, just as regularly as this attitude is encountered, there bobs up one of those radio misconceptions, for the speaker will add "like the garages for autos."

Now, radio is *not* like automobiles, or electric refrigeration or washing machines. A radio service station is a case in point to illustrate radio's difficulties.

AUTOMOBILES (washers and refrigerators as well) are so alike that a garageman who can repair the carbureter for one make of car is perfectly competent to fix the carbureter of any other make. Not so with radio. Each make of radio has individuality, or, in the words of one manufacturer, each has a "nervous system so much its own that a surgeon, not a quack, must do the repairing."

No—the radio service station (of the immediate future at least) will service but one make of radio sets. It therefore becomes logical that in each city the central service station should be operated by the distributor, or in his interests.

One such (out of many, of course) may be found at Columbus, Ohio, in which city radio selling has scored an advance. Few dealers, if any, for that make of radio do any installing or servicing. Most of them have not a serviceman.

With every sale of a radio set, the dealer charges the customer \$10 for installation (material and labor), plus \$2.50 for sixty days' servicing. The \$12.50 is paid over to the distributor, whose serviceman installs the set, instructs the owner, does the necessary servicing for sixty days; thereafter, any servicing is on a charge basis, the

Daily Newspaper
 445 City, San Francisco, Seattle, Portland (Oregon).

GO AFTER THE REAL BUYER of Your Product When You Advertise —That's the Consumer

You tell the millions—They'll tell the dealer

THE place to sell merchandise is to the people who buy it. That means Mrs. O'Grady and the Colonel's Lady.

They're the real buyers for every chain store, every department store, every corner drug and grocery store in the country.

Dealers buy what customers tell them to buy.

Jobbers buy what "the trade" tells them to buy.

Advertising to pay out must reach the millions. That's proved countless times in modern advertising.

Thus, experienced advertisers ask but one question today: "Will my advertising be seen and read by the millions?"

The value of America's most famous trade marks, from

Palmolive Soap to a \$10,000 automobile is predicated on that factor—consumer demand; on the demand that's father to all "dealer" sales.

That is why LIBERTY, offering these four unique advantages in winning maximum consumer influence in the weekly field, has become an advertising sensation.

1 "LIBERTY Meets the Wife, Too"

85% of all advertisable products are influenced by women in their sale. Few advertisers today can afford to overlook "the wife" in the costly weekly field. 46% of LIBERTY's readers are women.

Every issue appeals alike to men and women because of LIBERTY's unique policy of editing to both. That means a 100% reading in the home. Because LIBERTY appeals to the whole family its reading is multiplied.

"
*Meet
the Wife
Too*"

2

"No Buried Ads"

Every ad in LIBERTY is printed at or near the *beginning* of a fiction or editorial feature. That's due to a unique type of make-up which no other publication employs. Thinking men don't ask "Will my ad be read?" when that ad is booked for LIBERTY.

*"No
Buried
Ads"*

buy it, bring it home, read it of their own will. That means a circulation that is *responsive* because it is 100% interested in LIBERTY.

99%
***Newsdealer
Circulation***

For those reasons results among the most remarkable in advertising are being attained for scores of America's leading advertisers.

3

Minimum Circulation Waste

78% of LIBERTY's total circulation is in the districts which return 74% of the total taxable incomes of the country, 48% of the total motor-car registration, and in which by far the great majority of advertised products are sold.

78%
***Circulation
in
Big Buying
Centers
Only***

Results that achieve a reduction in inquiry costs of 40% and more. That are multiplying dealer sales. That are activating sales organizations, dormant to costly campaigns in less forceful publications, to respond to a man, almost overnight, to advertising in this amazing weekly.

4

99% Newsdealer Circulation

LIBERTY has a net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. LIBERTY is not sent to these readers wrapped up—unlooked for. They

For these reasons America's most successful advertisers are flocking to the columns of LIBERTY. Its sensational rise is without precedent in advertising or in publishing.

Dealer sales are being multiplied in the only sound way they can be speeded—by consumer demand built by advertising to the millions.

HAVE YOU READ LIBERTY'S HOME BUILDING BOOK—

"One Little Innocent Article Started It"—ASK FOR IT.

5c Liberty
A Weekly for the Whole Family

A net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. Page rate, \$3,000. Rate per page per thousand, \$2.72. The cost of LIBERTY is lower per thousand circulation—back cover excepted—than any other publication in the weekly field.

TO INCREASE SALES All Selling Efforts Must Co-ordinate



WOULD you like to know how we can help you to get a substantial increase in volume of business without disturbing your present sales and advertising program?

The function of this organization is to create, develop and produce resultful direct sales promotion campaigns.

—campaigns that co-ordinate all the client's selling efforts in a unified drive to get more business—economically.

When will it be most convenient for a representative to call and tell you more about how this can be done?

*You incur no obligation
when requesting a repre-
sentative to call.*

WILLIAM GREEN

a Corporation

Complete Direct Advertising Service and Counsel

Sales Promotion & Marketing & Merchandising

Offices: 627 West 43d Street, New York City

owner dealing with the service station and not the retailer.

At another place (Newark, N. J.), where the same method prevails, has been perfected a further bit of technique. On the fifth day after installation, the serviceman calls to make a second test and give a second instruction. Just before the thirtieth day, when next installment would fall due, the serviceman makes a third call for the same purpose. At each call, he gets a signed receipt from the owner to the effect that servicing has been rendered; that the radio is apparently satisfactory, etc.

Such an arrangement promises to develop. It solves the dealer's problem by freeing him absolutely of free servicing, while shouldering the cost squarely on the owner from the first day. It builds up the independent radio servicing station in the only manner that such stations can logically come with radio—maintained by distributors (or in their interest) who are equipped and trained to give maximum quality of servicing for particular makes of radio.

Don't Leave Pictures to the Art Department

[CONTINUED FROM PAGE 40]

betraying us is that advertisement B outpulled advertisement A about 2½ to 1.

My moral is by no means a new one; but it seems to bear perennial restatement. Advertising men give much thought as to who the average man is and how they can penetrate his skull. There may be some doubt about the average man's intelligence, but everyone has feelings. We can't be sure, in other words, of reaching a man through his mind, but we can be sure of the vulnerability of his emotions.

Yesterday, in an obscure volume on "How to Preach a Sermon" I found a few paragraphs that fit the writer of advertising copy like a glove.

Let us give vitality to our sentences by the use of picturesque words. Let us train ourselves to choose those words which are concrete rather than those which are abstract. Under the influence of imaginative language we will find that ideas which were familiar and trite will now come in new and rich clothing, invested with an unexpected charm. . . . An illustration has more authority than a command.

And this very interesting sentence:

An idea which cannot be vividly painted in metaphorical language is an idea which should not be used. Almost certainly it will not be interesting to a general audience.

Don't leave all the pictures to the art department. Remember what Macaulay said (he was himself one of the most vivid writers who ever lived): "Logicians may reason about abstractions, but the great mass of men must have images."

Advertisers, above all other people, are talking to the great mass of men. If we want the coupons to come scuttling in, if we want the goods to move, we must give our readers images.

Distinctive Circulation of The New York Times

IT is a distinction of The New York Times that it has the largest number of readers of high quality of any newspaper. The Times appeals to intelligent, thinking persons.

Conviction and lasting confidence are most firmly established among intelligent persons. Their good will, once acquired, not easily swayed, is the most valuable asset an advertiser can have.

The New York Times has the largest circulation of any standard size New York morning newspaper and a larger circulation than any New York evening newspaper except the Journal. The net paid average daily and Sunday sale of The Times for the six months ended March 31, 1926, was 392,695 copies—a gain of 10,690 over the record of the previous six months and a larger gain than any other New York newspaper of standard size.

In New York City and its suburbs the average daily and Sunday circulation of The Times is greater than that of any other standard size New York newspaper except the Journal.

But it is not so much to the quantity as to the quality of its readers that The Times draws attention. The Times is strictly a newspaper. The Times is unequalled in its enterprise in assembling complete and accurate news, in the promptness and ability with which it presents the most reliable report of whatever interests intelligent readers throughout the world.

The Times offers nothing but its own high quality of news, and has thus gained the strong interest and confidence of the thinking people, who bought in the month of May an average of 366,421 copies on week days and 611,521 copies of the Sunday edition.

The confidence of readers and advertisers extends to the advertising columns of The Times. For years The Times has been the advertising leader in the greatest market in the world.

In 1925 The Times published 28,200,444 agate lines of advertising, a new high record in New York, a gain of 1,915,520 lines over 1924 and an excess of 10,963,382 lines over the second newspaper. This excess was also a record. In five months of this year The Times published 12,843,818 agate lines of advertising, a gain of 1,322,484 lines over the corresponding period of 1925 and an excess over the second New York newspaper of 4,765,934 lines.

In advertising, as in circulation, The Times takes greater pride in quality than in volume. The Times subjects all advertising to censorship, and declines the fraudulent and misleading. The Times refuses more advertising than any other newspaper.





Regular Price, \$20.00;
Special Price for Set,
\$17.50

Small Monthly Payments

ADVERTISING AND SELLING EXPERIENCE

—at your fingers' ends

THIS is the indispensable advertising and selling reference and home-study set. Hundreds of men and women are using it to push themselves ahead. Hundreds of experts in all branches of marketing have it handy for reference. Agencies throughout the country have these books in their libraries. Colleges and universities use the books as texts. If you're in advertising, or selling, or any branch of marketing, don't be without the good this set can bring you.

S. Roland Hall's Library of Advertising and Selling

Four Volumes, 3323 Pages, 5½ x 8,
Flexible Binding, 1090 Illustrations.
\$1.60 in ten days and \$2.00 monthly
for eight months.

The big, well-paying jobs call for men with all-around knowledge of the entire selling business—advertising, personal salesmanship, planolog, managlog, etc. Add to your own experience a working command of the principles and methods that have been proved in the experiences of the most successful selling organizations. You get them—hundreds of them—in

The best experience of leading organizations

Covers as much ground as courses costing five or ten times as much. Written in the most instructive style, profusely illustrated with half-tones, line drawings, graphs, charts, maps, tables. Complete campaigns of many kinds outlined. Thousands of sales ideas and plans, time-saving methods and stimulating suggestion for daily use in solving marketing problems of all kinds—manufacturer to small retailer. Examples taken from scores of such prominent concerns as Burroughs Adding Machine Co., Kuppenheimer & Co., Morris & Co., National Cash Register Co., American Radiator Co., Conklin Pen Manufacturing Co., Eastman Kodak Co., Marshall Field & Co., Lord & Taylor, United Cigar Stores, J. C. Penney & Co.

Special Library Price \$17.50

No Money Down
Small Monthly Payments
Examine the Library
for 10 Days
FREE

FREE EXAMINATION COUPON

McGraw-Hill Book Company, Inc.
370 Seventh Avenue, New York.

You may send me the HALL LIBRARY OF
ADVERTISING AND SELLING for ten days' free examination.

If the books are satisfactory, I will send \$1.50 in ten days and \$2 a month until your special price of \$17.50 has been paid. If not wanted, I will write you for shipping instructions.

Name
Address
Position
Company A.F.6-16-26

When You Want to Borrow Money at the Bank

[CONTINUED FROM PAGE 21]

were then securing. The truth compels us to admit that it is only within the last very few years that many bankers have ceased to look upon advertising as a very questionable method for the disbursement of funds designed to increase business. That there was at one time reason for such an attitude can not be denied. But that time has passed just as surely and completely as have questionable banking methods. Delinquencies will undoubtedly continue to develop from time to time in connection with both of these commercial activities. Yet the advertising man of today has just as great reason for pride in his occupation as has any banker. As a matter of fact, the relation of advertising to commercial stability and progress is just as vital in its functioning as is banking. That an increasingly intimate relationship is growing up between banker and advertiser in their service to industry must be evident to any one familiar with the subject.

For example, a banker is asked to lend money to a manufacturing concern. Before he can do so with safety and intelligence he must know all there is to be known about the risk involved. He is well aware of the fact that however well housed and fit the physical prosperity of the concern may be, and however well organized for production on an economical basis, he still knows that the extent of his risk rests largely upon facilities for profitable distribution. No banker is looking for loans on dead or slow moving stock, nor is he going forth in quest of business with companies harassed by competition and fearful of losing their all too transient a hold upon their market. Consequently it is the banker's duty as well as opportunity to acquaint himself with every kind and degree of activity which bears upon the value of the borrower as a risk.

FORTUNATELY it is no longer necessary to convince any progressive banker of the value of advertising. He has had too many experiences in finding his loans safe-guarded by the flow of business built up by advertising. He has repeatedly found it much easier to dispose profitably of the securities of concerns of national reputation and consumption than he has of those houses which have never endeavored to make themselves known to the consuming public.

Investors in securities usually have to take the word of the concern of-

fering the securities as to the value of the paper. The average investor has not the time, opportunity or ability to make any personal investigation. If, however, he has over a period of years repeatedly seen the signature of the house in whose name the securities are issued; and if he has learned to respect and appreciate the goods offered by that concern; and again if he has developed, more or less subconsciously, a belief that many thousand others have done just as he has done, there will be little difficulty in convincing him that the securities offered are backed by an institution of national importance with a sound and profitable hold upon its market.

PERHAPS the greatest handicap from which advertising has suffered is the fact that it cannot be measured or weighed or calculated as may be the other forces entering into the activities of business. Without any attempt at dramatic paradox, for this handicap certainly does exist, yet just as certainly this elusive quality of advertising is also its greatest asset. If one could estimate to the dollar the exact returns which would accrue from any given advertisement, it would at once mean the elimination of all of its elasticity, which would in turn mean the elimination of its most vital and valuable service to business—its influence upon the human mind. In other words, if we could be sure that a given advertisement, at a given cost, going to a given number of people, would result in a definite number of replies or purchasers, then advertising would become merely a problem in mathematics, and as mechanical and limited as any machine. But by the very fact that advertising cannot be so confined, and defined, it has a power for bringing results the like of which are known to no other commercial force or function.

No one can measure the influence advertising has upon the human mind, because no one can prevent the working of this influence once it is started. There are almost countless cases of the purchase of advertised wares by people who have seen no such advertisement for years. There is probably not an advertising manufacturer in the country who has not received requests for styles of goods which he discontinued producing so long ago that he had almost forgotten they ever existed; and the requests for these goods come from people who refer to an advertisement which they saw years before. Nor must we overlook the fact that if ad-

+

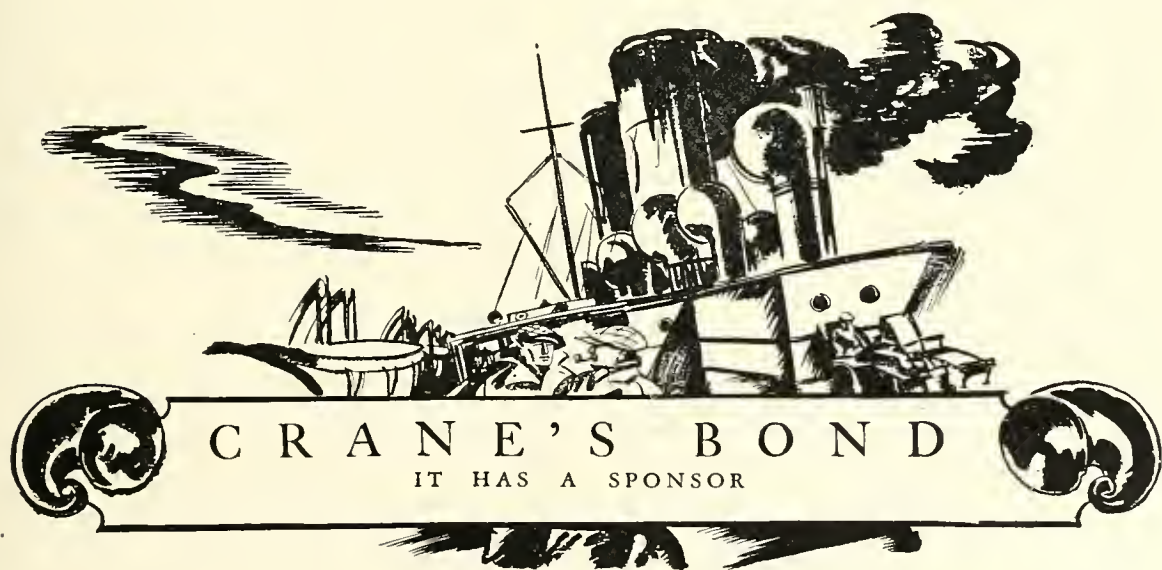
Phillips and Magee were strolling on the boat deck.

"I'm hearing a lot about your company these days", remarked Phillips. "The current gossip says you've taken a big step ahead in this last year. How did you do it?"

"You've asked for a large story. For one thing, we adopted a more forward-looking attitude toward the business. We are advertising more. We watch details more. We try to look at ourselves through our customers' eyes."

Naturally Magee believed in fine writing paper. It would be an injustice to him to suggest that he spent all his working hours thinking deeply about stationery. But he did make an effort to see his firm through his customers' eyes. It was an illuminating experience. Immediately he made an issue of good paper for general correspondence, and won a victory.

Ask your purchasing department to ask your printer, lithographer, die stamper, or stationer for estimates on Crane's Bond No. 29 with envelopes to match.



Good stationery is made out of rags—all rags. The better the rags the better the paper. Crane's Bond is made out of all new white rags, by people who have made the finest writing paper for 125 years, by people whose whole-hearted desire to make the finest paper has given the name "Crane" the high esteem of large corporations, financial institutions and twenty-two governments.

CRANE & COMPANY, INC. DALTON, MASSACHUSETTS

The Advertiser's Weekly

The Organ of British Advertising

The only weekly paper in the British Empire exclusively devoted to Publicity.



The only Advertising Publication in Great Britain giving audited net sales figures.



Published for all who wish to be informed on British advertising and its development.



Subscription \$5 annually, post free. Advertisement rates on application to

New York Office

9 E. 38th St.

N. Y. City

or

New England Office—c/o Mr. Frank E. Willis,
148 State St., Boston, Mass.

vertising could be definitely measured, it would lose all its power of repetition. And this power of repetition is so strong that it frequently marks the only difference between success and failure. It is advertising's power of repetition which gives increasing value or, to use a banking term, "compound interest" to each successive advertising program.

People do not read advertisements and rush out and buy the goods advertised, but, week after week, month after month, year after year, an ever-growing number of people become familiar with a certain product of service and come to patronize it. Nor does the influence and persuasive power of good advertising cease with its effect upon the actual reader. Today we all know that wherever men, women and children are gathered together, sooner or later you are quite certain to hear some well known advertising phrase mingling in the conversation and, quite frequently, being answered by the quotation of some other term made famous through publicity.

Because of its never ceasing influence upon the mind, advertising is rapidly approaching a position where it will be recognized by all branches of finance, industry and commerce as the force upon which they must all, both individually and unitedly, lean in establishing themselves with their ultimate consumers.

Advertising is democratic and the modern banker knows that safety lies in having the people on his side; safety not only as to the actual endurance of his organization, but safety as well for the prosperity of his house. For the bankers' big market will soon be the man of thrift and small savings.

So the time is upon us when the banker must base his judgment of the financial worth of any business house, not merely by things visible and conditions capable of being set down in columns of figures. He must largely base his estimate of the prospective borrower on how capably, completely, and over how long a period of time, that borrower has paid court to the great god of commerce—the consumer.

Why Malign the Grocery Jobber?

[CONTINUED FROM PAGE 34]

salesmen. Right now, some well known manufacturers are offering premiums or bonuses to jobbers' salesmen for selling a certain amount. Some won't allow this, but others do. Is it wise?

It is improbable that manufacturers will ever agree on all questions, but it would be sensible for us to remember that most of the things we do in our relations with wholesale grocers have a bearing on what we will be able to do in the future. We have to pay for other manufacturers' mistakes, and others have to pay for ours.

V O X P O P U L I , V O X D E I

An unregenerate parishioner once remarked of an eminent Anglican divine that he "offered up the most eloquent prayers ever addressed to a British congregation."

That was a cruel thrust. Yet it must be a difficult matter for a minister to address himself solely to the attentive ear of *Divine* Providence. It must be hard for him to forget that after all his clients are listening in.

It is the same with advertising. We have found that advertising suffers in quality and potency in proportion as it is designed to satisfy the preferences and prejudices of those who sit in the pews—the client, the board of directors, salesmen, "the trade", or the competitors. We've always found that our best work is done for those clients who permit us to carry our petitions directly and sincerely to our *common* Providence—the great army of American men and women who, consciously or unconsciously guided by our efforts, demand the goods we advertise.

C A L K I N S & H O L D E N , I N C .

2 4 7 P A R K A V E N U E · N E W Y O R K C I T Y



THE OPEN FORUM

WHEREIN INDIVIDUAL VIEWS
ARE FRANKLY EXPRESSED



Lawyers, Cooks and Advertising Agents

ONE devilish thing bobs up to irritate me regularly—about once a month. It did today. A man told me, after listening for two hours to a description of our agency, that it impressed him and *he would like to have us submit a report which would include copy and plans.* I am now in a mood to ask stinging, bitterly ironical questions.

Well, let's start this way. His company finds itself faced with a grave situation. The crisis involves a fine point of law. They must have legal counsel. All depends on the brains and ability of the selected lawyer. The total amount at stake would, for instance, make their advertising appropriation look small. Is the lawyer told, "Now, sir, submit in detail your defense of our case and perhaps you will get yourself hired"? If so, tell me where the lawyer said the gentleman should go.

Or, let us picture another and just as desperate a crisis. In that man's home they need a cook. Ah, here is an applicant, Irish apparently. Now, let's see; cooks don't make huge sums. This humble woman shall be made a proposition. Was this the offer—"Now, start right in and cook—and if we like it, after a while we will begin to pay you"? If so, how far away did the pieces of that home fall?

Whether much money or little is involved, we all know the ordinary human practice. Hire a lawyer, on his record, to learn your legal tangles and straighten them. Hire a cook, on her record, to learn your culinary tastes and meet them. Will agencies ever cease being the exception?

I think that time will come. (Or, at least, I hope so.)

FRANK E. HOUSE, JR., *Vice-President.*

The Powers-House Company,
Cleveland, Ohio.

Concerning Industrial Copy

WHEN a person isn't in immediate need of an industrial product, it must be taken for granted that he will not read over-dry facts, but if a human interest appeal is injected, the chances of its being read are prodigiously increased.

An advertisement recently run by the Interstate Iron & Steel Company is an excellent example of what I mean. This advertisement impresses upon me the belief that the writer pos-

sesses a wonderful head for thinking up sales-producing ideas.

Good Headwork

One thing you must count on in a rivet is good headwork. A rivet must stick to its job. To stick to its job it must stick to its head and you can count on Interstate Rivets for that—The heads stay on Interstate Rivets.

I read this advertisement through, and it set me to thinking of what really can be done with industrial copy by the injection of imagination. I am not interested in that product, but nevertheless, it commanded my attention.

W. M. Hensel, Jr.,

Kellogg Switchboard & Supply Co.,
Chicago, Ill.

Eternal Vigilance Is Necessary

I HAVE read with interest your editorial in the May 19th issue of ADVERTISING AND SELLING, titled, "The Time Has Come to Tighten the Screws of Censorship." In general, I am in accord with the views which you express, particularly as to its publication.

Much progress has been made recently in the development of practical, helpful standards to produce accuracy in advertising. For example, the rules governing the acceptance of furniture advertising, recently issued by *The News* (New York), which your editorial mentions, are, as the *News'* bulletin acknowledges, "based on the research and recommendation of the Better Business Bureau of New York City." The *News* has recently published rules for its acceptance of Men's Wear advertising, which are also based on the research and recommendations of this bureau.

For such standards to become common business practice it is necessary that business itself maintain corrective work continually by direct contact with advertisers who carelessly avoid or intentionally evade the standards set up. Standards of practice, like codes of ethics, bind only the ethical. Eternal vigilance is necessary with those who are become lax and with those who try to "beat the rules."

H. J. KENNER, *General Manager,*
The Better Business Bureau of
New York City, Inc.

Why So Hectic?

THE writer of the vitriolic article "Is Direct Mail Losing Its Direction?" has pulled the wrong string.

Perhaps the writer of the article referred to is right in many of his statements, but why be so feverish about the matter? Direct advertising, there's

no doubt about it, has its rightful place in any selling program. When wisely planned and intelligently carried out, it can be made to do its own particular work more directly and more promptly than some other forms of advertising. The writer of the article in question knows this, and reluctantly and vaguely admits it.

We all know of specific instances where, because of peculiar selling problems; direct advertising had to be used alone, and where the results were very gratifying; in fact, where the same results could not have been brought about in the same short period of time nor at the same low figure, had space advertising been resorted to.

But direct advertising need not work alone. Every letter and folder that goes out to answer an inquiry which space advertising has brought in is, rightly speaking, fully within the scope of direct advertising.

CARLETON CLEVELAND,
Chicago, Ill.

Service Needs Cooperation

AT just which stage in the game should a "Registration Plan" cease to register and when should a "Personal Service" department stop its "pers"-ing.

Recently I bought a machine from unquestionably the leading house in its line. They laid great stress on the "registration" of each machine sold so that in case of theft or loss the proper owner might be located and the machine returned to him.

As this purchase was made through a third party, I wrote to this house and asked that they tell me the name of the original purchaser. And this is what their "personal service department" writes me:—

"Much as we regret it, our records are not clear as to whom this ——— was sold, and while a thorough search of our ledgers might (there's candor for you) reveal this information, it would entail rather more work than seems justified by the merits of this case."

So I gather that the "service" rendered was simply assuring me that what I didn't know wouldn't hurt me, and therefore they exercised their own judgment as to just what was "justified by the merits." Also that their numerical records had got all twisted up in their ledgers.

And the sales department and the advertising department of that concern have to buck against that sort of competition from within their own works.

GRIDLEY ADAMS,
Key Largo City,
Miami, Fla.



It Hooks Up with Textile World

IN fact, no sales plan to cover the textile manufacturing industry is complete without use of the CONSOLIDATED TEXTILE CATALOG.

Textile World carries your week to week message — builds good will, solicits inquiries, keeps your name before the trade, or performs whatever function you plan within the province of periodical advertising.

The CONSOLIDATED TEXTILE CATALOG carries your *specifications*. It is the standardized means of placing these specifications before the buyer *when he is in the act of placing orders*.

That's the way these two publications function together in the buying process of the textile industry. To complete the tie-up all advertisements in Textile World of firms using both publications will henceforth carry a standard logo-type "See also CONSOLIDATED TEXTILE CATALOG."

* * *

The 1926-27 edition of the CONSOLIDATED TEXTILE CATALOG is now in process. There is no time for delay. Complete information gladly supplied on request.

Member
Audit Bureau of
Circulations

Textile World

334 Fourth Avenue

New York

Member
Associated Business
Papers, Inc.

No matter how cleverly

you prepare an advertisement, it cannot fulfill its function unless

- 1—It is read.
- 2—The people reading it are financially able to act on its suggestion.
- 3—They have the inclination to buy!

We believe we hit nearer to 100% on the above three requirements than any magazine published. *Here's why!*

- 1—We operate on the pocket-nerve—the most sensitive nerve there is, and our Magazine is, therefore, read from cover to cover.
- 2—Our book is dry reading to anyone not possessing surplus funds, and ALL OF OUR READERS are in a position to buy the things they desire.
- 3—People who make money in securities are easy spenders and have the urge to fulfill the desires of themselves and family.

This Magazine will help your "schedule" make good, and should be on your next list!

VICTOR E. GRAHAM
Advertising Director

**The MAGAZINE
@ WALL STREET**

Member A. B. C.

42 BROADWAY
NEW YORK

Largest Paid circulation of
any financial or banking
publication in the world

Going to Philadelphia

[CONTINUED FROM PAGE 42]

vertising Department as Seen by a Publisher in a City of Medium Size."

Julian S. Mason, Managing Editor, the New York Herald Tribune—"Modern Newspapering."

Frank E. Tripp, General Manager, the Gannett Newspapers—"Why Every Man for Himself?"

Open discussion.

Thursday Morning—June 24
9:00 o'Clock

Closing Session

Any discussions not completed during previous sessions will be taken up at this time.

Reports of committees, election of officers and other closing business matters.

Financial Advertisers' Association

Wednesday, June 23, 1926

Opening 9:30 o'Clock

9.30 a. m. Meeting called to order by H. Ennis Jones, Franklin Trust Company, chairman program committee.

Address of Welcome, Philadelphia, Banker.

Response by Carroll Ragan, United States Mortgage & Trust Co., New York City, president Financial Advertisers' Association.

"Are Banks Advertising Their Community or Should They?" T. H. Sewell, Ohio Savings Bank & Trust Co., Toledo, Ohio.

"Living Up to Your Bank's Advertising." O. Howard Wolfe, Philadelphia Girard National Bank.

"An Outsiders Viewpoint on Financial Advertising." Charles R. Weirs, National Shawmut Bank, Boston, Mass.

"Selling Trust Service." Francis H. Sisson, Guaranty Trust Co., New York City.

"Life Insurance Trusts." Clinton F. Berry, Union Trust Co., Detroit, Mich., second vice-president Financial Advertisers' Association.

Announcement by President Carroll Ragan.

12.15 p. m. Adjournment.

1 p. m. Luncheon.

Savings Department, C. H. Handerson, Union Trust Company, Cleveland.

Trust Department, Paul Hardesty, Union Trust Company, Chicago, Ill.

Commercial Department, Guy Cooke, First National Bank, Chicago, Ill.

Investment Department, Edmond Boushelle, A. B. Leach & Company, New York City.

Direct Mail Advertising Association

Tuesday Afternoon, June 22nd
Opening at 2 o'clock

Presiding: Frank L. Pierce, Executive Secretary, Direct Mail Advertising Association, Detroit, Michigan.

Handling Mail Lists to Get the Best Results.—Edward Coleman, Publicity Department, Abraham & Straus, Inc., Brooklyn, New York.

Discussion.

Using Direct Mail to Make Space Advertising Effective.—S. E. Conybeare, Assistant Sales Manager in Charge of Advertising, Armstrong Cork Company, Lancaster, Pennsylvania.

Discussion.

Getting Your Message Over to the Other Fellow.—A. M. Candee, Advertising Manager, The National Enamelling & Stamping Company, Inc., Milwaukee, Wisconsin.

Discussion.

Wednesday Morning, June 23rd
Opening at 9:30 o'clock

Presiding: Elmer J. Roeper, Business Manager, The Postage Magazine, New York, N. Y.

Reducing Sales Costs Through Good Printing.—Watson M. Gordon, S. D. Warren Company, Boston, Massachusetts.

Discussion.

The Place of a House Organ in a General Advertising Program.—E. R. Manchester, Editor, Du Pont Magazine, E. I. DuPont

De Nemours & Company, Wilmington, Delaware.

Discussion.

Better Direction in Direct Mail Selling.—S. Roland Hall, Advertising Agency Service, Easton, Pennsylvania.

Discussion.

Wednesday Afternoon, June 23rd
Opening at 2 o'clock

Presiding: Robert E. Ramsay, President, The Robert E. Ramsay Organization, New York, N. Y., and Past President, the Direct Mail Advertising Association.

You Can't Say "No" to the Ceiling.—Streeter Blair, Treasurer, The Havens-Blair-Carllich Company, Kansas City, Mo.

Discussion.

The Postal Situation from a Government Viewpoint.—Hon. Robert S. Regar, Third Assistant Postmaster General, Washington, D. C.

The Postal Situation from a Mail User's Viewpoint.—Richard H. Lee, National Council of Business Mail Users, New York, N. Y.

Discussion.

American Association of Advertising Agencies

Tuesday Morning, June 22nd
Opening at 9 o'clock

Presiding: H. E. Lesan, President, H. E. Lesan Advertising Agency, New York, N. Y.; Chairman, Program Committee.

Scope of the Advertising Agency.—Roy S. Durstine, Barton, Durstine & Osborn, Inc., New York, N. Y.

Developing New Accounts.—R. S. Simp-ers, McLain-Simpers Organization, Philadelphia, Pa.

New Lineage Indirectly Created—Getting the Facts Through a Survey—

Paul T. Cherington, J. Walter Thompson Co., New York, N. Y.

Tuesday Afternoon, June 22nd
Opening at 2 o'clock

Presiding: H. E. Lesan.

Using Facts to Build the Advertising Campaign.—Milton Towne, Joseph Richards Company, New York, N. Y.

The Copy.—

The Art—W. H. Beatty, Newell-Emmett Company, Inc., New York, N. Y.

Wednesday Morning, June 23rd
Opening at 9 o'clock

Presiding: H. E. Lesan.

Collateral Service of the Advertising Agency—

The Business (Internal) End of an Advertising Agency—Harrison Atwood, The H. K. McCann Company, New York, N. Y.

Where Is the Advertising Agency Going in the Future?—

Agricultural Publishers' Association

Tuesday Morning, June 22nd
Opening at 9:30 o'clock

Presiding: Horace C. Klein, President, Agricultural Publishers' Association; The Farmer, St. Paul, Minn.

Business Session.

Tuesday Afternoon, June 22nd
Opening at 2 o'clock

Presiding: Horace C. Klein.

Advertising to Farmers.—James O'Shaughnessy, Executive Secretary, American Association of Advertising Agencies, New York, N. Y.

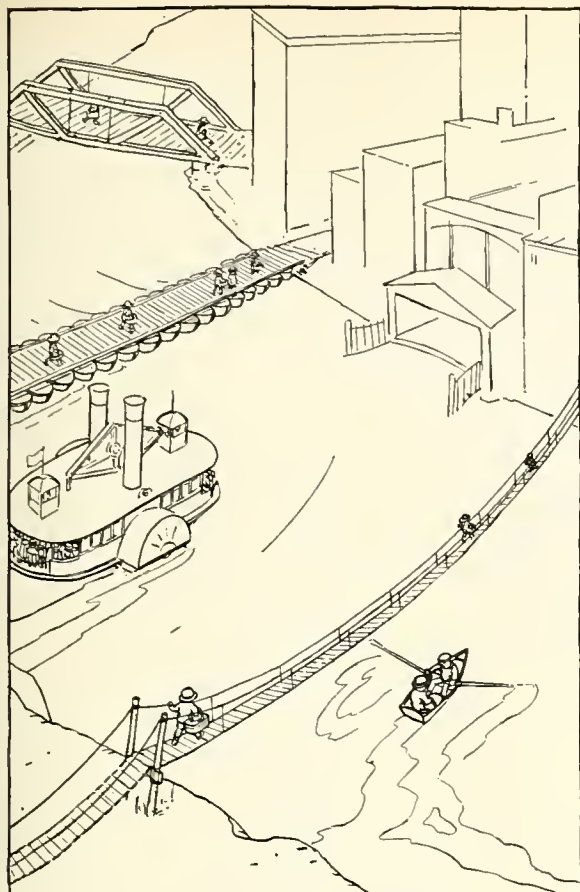
Business Session.

National Association of Teachers of Advertising and Marketing

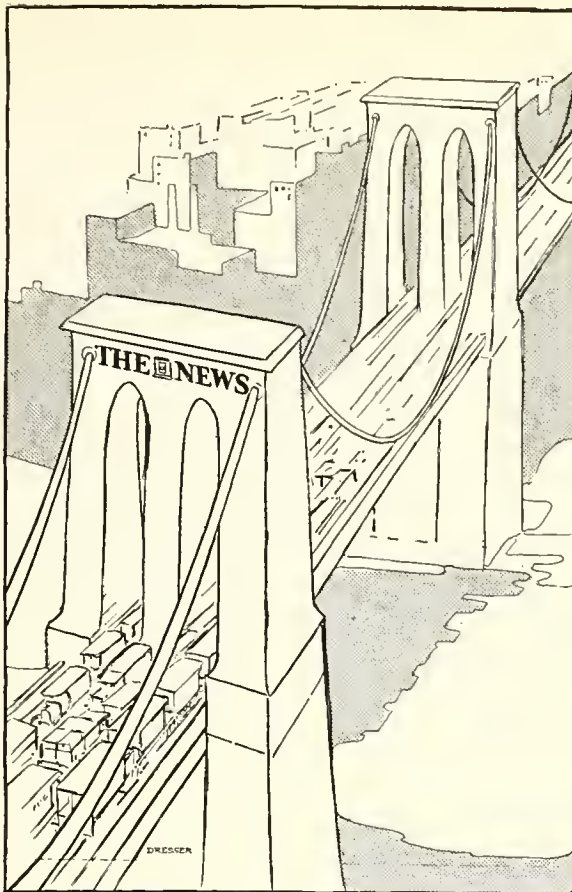
Tuesday Afternoon, June 22nd
Opening at 2 o'clock

Presiding: Prof. Edward J. Kilduff, Chairman, Department of Business English, New York University, New York, N. Y.; President, National Association of Teachers of Advertising and Marketing.

Supplementary Assignments for the



BRIDGING the gap to—



the New York Market!

ONE BROOKLYN BRIDGE is worth more to New York than a flock of little bridges or a fleet of ferry boats ☞ ☞ The only gap between any manufacturer and the New York market is the proportion of the ten million people in this market who don't know or don't care about his products ☞ ☞ Bridge this gap with The News! With its Marvelous Million* circulation, The News is worth more than any other advertising conveyance in New York. Carries the story across to millions at a time; more efficiently because of its thorough concentrated coverage, because of the high visibility of the small page and small paper! And at the lowest cost! Get the facts.

THE  **NEWS**
New York's Picture Newspaper

Tribune Tower, Chicago

25 PARK PLACE, NEW YORK

*May averages: Daily 1,059,918; Sunday 1,242,803



CHALFONTE-HADDON HALL ATLANTIC CITY

Spring and Summer
Outdoors:
SEA BATHING
BOARDWALK
ACTIVITIES
GOLF
TENNIS
YACHTING
FISHING
AVIATION

Due to their wonderful location, their personal attention to guests, all the most modern material comforts, and their sincere atmosphere of friendly hospitality—these two delightful hotels have long enjoyed a most unusual patronage, nationwide in extent.

American plan only. Always open.
Illustrated folder and rates on request.



LEEDS and LIPPINCOTT
COMPANY

On the Beach and Boardwalk. In very
center of things

"Dual-Two" Radio Concerts, Tuesday
evenings. Tune in WPG at 9

New Directory of Mexican Industries

Compiled and revised by the Mexican Department of Industry, Commerce and Labor.

Containing 16,000 valuable addresses of all industries now operating in the Republic of Mexico.

Machinery manufacturers, raw material houses, exporters, lumbermen, merchants and bankers. You all want to have a copy of this valuable book on Mexican Industries.

Order your copy TO-DAY.

\$10.00 Post Paid or remitted C. O. D.
Parcel Post if desired.

Campaña Mexicana de Rotogravado
(Mexican Rotogravure Co.)
MEXICO CITY

If it's sound selling
and advertising
it's an
**EINSON-FREEMAN
WINDOW DISPLAY**

[327 E. 29th St.
Lexington 5780
New York City]

Specializing
in window and
store display
advertising

Study of Advertising—Neil H. Borden, Assistant Dean, Harvard University, Boston, Mass.

Supplementary Assignments for the Study of Marketing—Prof. Nathaniel W. Barnes, University of Chicago, Chicago, Ill.

Tuesday Evening, June 22nd
Opening at 6:30 o'clock

Presiding: Prof. Edward J. Kilduff, New York, N. Y.

What the University can do to prepare men and women for work in advertising agencies—Wilfred W. Fry, President, N. W. Ayer & Son, Philadelphia, Pa.

What the University can do to prepare men and women for the business side of periodical publishing—William Boyd, Advertising Director, The Curtis Publishing Company, Philadelphia, Pa.

Graphic Arts Department

Engineers Building, Room 323
University of Pennsylvania
Tuesday Morning, June 22
Opening at 10 o'clock

Presiding: J. Linton Engle, president, The Holmes Press, Philadelphia, Pa.

Advertising Ahead of Salesmen and Getting the Salesmen Behind the Advertising—Jack W. Speare, advertising and sales promotion counsel, Rochester, N. Y.

Discussion.
How the Printer Can Best Help the Advertiser—Bernard Lichtenberg, assistant director of advertising, Alexander Hamilton Institute, New York.

Discussion.
Getting the Advertiser's Point of View into Typography—W. Arthur Cole, vice-president, The Corman Company, New York, N. Y.; president, American Institute of Graphic Arts.

Discussion.
Helping to Solve the Merchandising Problem—Daniel B. Hassinger, art director, Robert Gair Company, New York, N. Y.

Discussion.
A Message from Overseas—William Connor, artist, Belfast, Ulster.

Adjournment.

Wednesday Morning, June 23
Opening at 10 o'clock

Presiding: J. Linton Engle.

What We Expect in the Way of Help from Printers—Verne Burnett, secretary, Institutional Advertising Committee, General Motors Corp., Detroit, Mich.

Discussion.
Copy and Illustration—James Wallen, advertising counsellor, New York, N. Y.

Discussion.
Shall Printers Become Advertising Men?—Charles Austin Bates, advertising counsellor, New York, N. Y.

Discussion.
Why Quality Adds to the Effectiveness of Printed Matter—David Silve, consulting typographer, New York, N. Y.

Discussion.
Departmental Business.
Adjournment.

Real Estate Advertisers' Association

Tuesday Morning, June 22nd
Opening at 9:30 o'clock

Presiding: W. Edwin Blair, President, Real Estate Advertisers' Association, President, Blair, Inc., Philadelphia, Pa.

President's Address.
Promotion of Real Estate as an Investment—E. T. Purcell, Advertising Manager, Coral Gables Company, Miami, Florida.

Discussion.
Building Home Communities Through Advertising—William H. Wilson, President, William H. Wilson & Company; past President, Philadelphia Real Estate Board; past Vice-President, National Association of Real Estate Boards.

Discussion.
Wednesday Morning, June 23rd
Opening at 9:30 o'clock

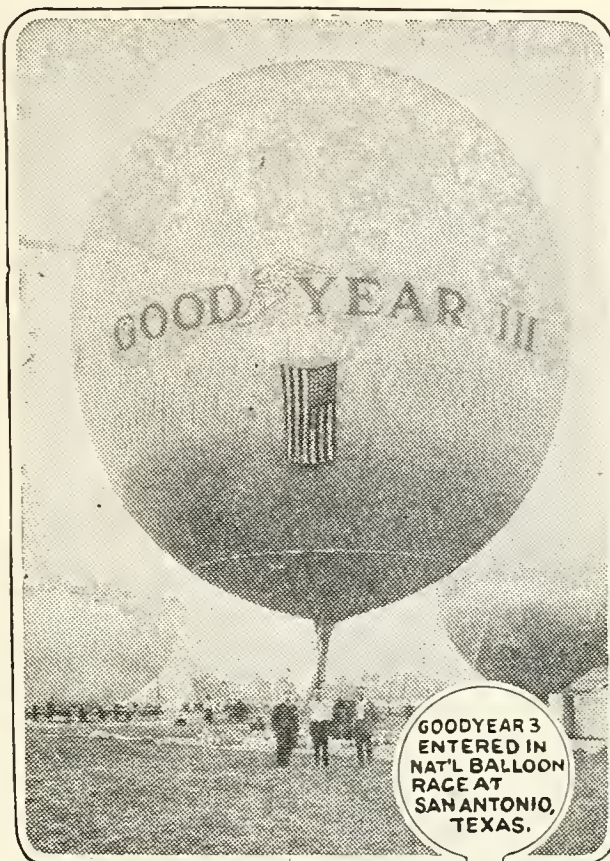
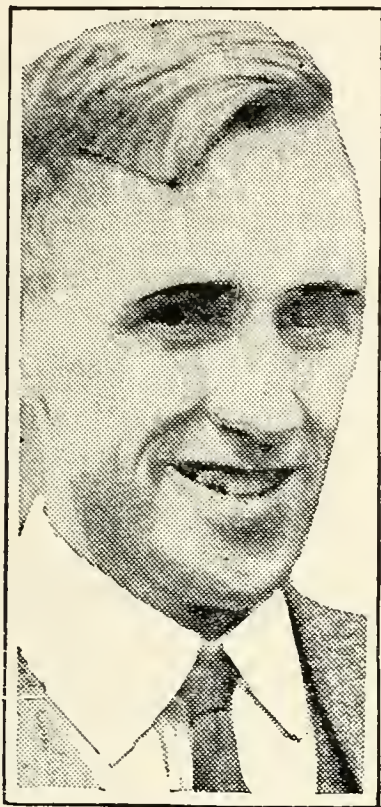
Presiding: Mrs. W. H. Wright, 1st Vice-President, Real Estate Advertisers' Association.

Advertising and Selling of the Co-operative Apartment House—Frederick Cone, President, Andrew Cone General Advertising Agency, New York, N. Y.

Discussion.
Co-ordination of Display and Classified Real Estate Advertising—Herbert W. Hess, Ph. D., Professor of Merchandising, Wharton School, University of Pennsylvania.

Discussion.

Victories That Count!



Ward T. Van Orman of Akron, Ohio, International Balloon Race Winner

Akron's Triumphs Are Yours!

WHEN Ward T. Van Orman battled the worst weather in 20 years on May 30-31 and won the 1926 Gordon Bennett trophy race for America by sailing from Brussels, Belgium, up into southern Sweden, he brought honors to his country that have not been held in years. His victory will bring next year's International Balloon Race to America.

Van Orman's victory is typical of Akron. In every walk of life in this thriving industrial city, Van Orman's "home town," one can find industrial pioneers and leaders, for Akron is the producer of more than 50 per cent of the world's rubber production, requiring truly great industrial leaders.

CONTINUED victory has also been scored by Akron's leading newspaper. This newspaper has triumphed over other papers in Akron and

the Akron district for years. Today it is the recognized medium for covering the great Akron district, leading all other papers by many thousands in circulation and in advertising linage. In 1925 it actually carried a greater advertising linage than The Cleveland Press.

Akron's leading newspaper was second in Ohio of six-day evening newspapers in 1925 in total advertising linage and 14th in the nation of this class newspaper. It carried three times the national advertising of the second paper in Akron.

ITS victories and triumphs are yours. They are victories and triumphs that count when the advertiser considers real economy in reaching the great Akron district. Follow the choice of the others by advertising in Akron's leading newspaper, the

AKRON BEACON JOURNAL

First in News, Circulation and Advertising

STORY, BROOKS & FINLEY, Representatives

New York

Philadelphia

Chicago

Los Angeles

Your Salesmen

should have as good tools as these—



GEM BINDERS are built right to hold Testimonial Letters, Sales Bulletins, Photographs, Price Sheets and similar material. **GEM BINDERS** aid the Salesman in conveying that Good First Impression.

GEM BINDERS are not just covers, they are expanding loose leaf binders fitted with either our patented flexible staples, binding screw posts or paper fasteners.

They are easily operated, hold their contents neatly and compactly, fit nicely into a traveling man's brief case.

GEM BINDERS in Style "GB" are covered with heavy quality Art Fabrikoid; they can be washed, if necessary, for the removal of hand stains, without affecting the surface color or finish of the material.

May We Submit Specimens for Inspection Purposes?

THE H. R. HUNTING CO.

Worthington Street
SPRINGFIELD, MASS.

Modernizing Export Sales Policies

[CONTINUED FROM PAGE 25]

carry on business on too narrow a margin of profit to be able to devote modern sales efforts to any one particular article or class of articles. Yet further, through long years, through generations, export commission houses have never been salesmen, rather a kind of merchant, taking what they could most easily get and relying on a large volume of varied orders secured by chance along the lines of least resistance, almost always with scant, if any, allowances for selling or promotion expenses.

SOMETIMES the export commission house is so much a fundamentalist that it does not believe in letting its left hand know what its right hand is doing. Then the manufacturer who has conceived the strange ambition of developing more largely this new trade in Persia may have no end of trouble in learning who the Persian customer is—an obvious pre-requisite for any sales cultivation of him. The export house declares that it will do the needful. But will it? Does it even know how? If the exporter controls 300 different lines—well, how many hours has its representative in each working day? Incredulity on such accounts is responsible for the modern development of their own export departments by manufacturers, otherwise everybody would be delighted to let the exporters handle all their foreign business. They present too many notable advantages to be lightly disregarded, but after all the biggest possible development of sales is the greatest desideratum and modernized export sales policies, extended from domestic fields into foreign markets, are believed essential. If the export houses do not, can not, or will not adopt modernism in the sales policies which they apply to each manufacturer's line that they handle, then each manufacturer must depend on himself alone. Only the fundamentalists among manufacturers now trust themselves innocently and hopefully to the hands of the export houses.

The ideal solution of the problem of developing export markets is that cooperation between export commission house and manufacturer through which the great, undeniable, facilities of the export houses in shipping, credit and finance, may be utilized in connection with the modernized selling and "serving" policies of up-to-date manufacturers. This, however, implies a great deal fuller and franker confidence, one in the other, than at present prevails. At present the export houses are filled with jealousy of the progressive manu-

facturers who are developing their own markets, while manufacturers regard with something worse than suspicion the claims of the export houses to be able to develop and serve a market satisfactorily, and very particularly that class of export house which is forging to the front under the assumed style of "manufacturers agents in foreign markets." The current talk, emanating from the commission houses, of "getting together" with manufacturers is and will be so much blah-blah until the exporters acquire some smattering of modernism in export selling, until they learn that something more is necessary than sending samples to their representatives, one lot this week, another lot next week, each with an identical form letter, "this is a line in which we are especially interested. It is sure to sell well. Get busy at once." Is this inspiration for the agent? Does this promise the service to the customers which they have already been educated to expect in many American lines? When 50 or 100 collections of diversified samples have been received by a foreign representative, what is likely to happen to most of them?

AN order now, another in six months, one order here, one there, a third somewhere else—hit or miss, catch as catch can, haphazard—that is not export business, it is only a sort of game.

Theoretically there may be slight difference between selling abroad and selling at home, but here a word of rather serious warning is called for. To be quite literal, exactly three words sum it up: Know your customer.

Perhaps another proposition may be preliminary: Know his market. Perhaps the first is a corollary to this. For the modern exporter is disposed to pick and choose his customers.

An export agent holds out what he innocently believes must be an attractive lure to the manufacturer. "Give me your agency," he says, "I have customers who have been asking for just such goods." "Is that so?" inquires the manufacturer. "That's interesting. Where are they? Who are they? Because when I go into a new market I like to get started right. Oh, yes, an order may be an order, but then some orders may be a lot more desirable than other orders, and possibly there may be some orders that I don't want at all."

Modernism in export selling—it means getting it all, and keeping it. How? How is it being done here at home? It involves more than getting

The Ruling Mind of the Nation

THERE is a safely distinguishable quality of mind which is to be found at every income level, in every community, in every class and stratum of the population. It is never in the majority, but it is always in the ascendant. It sways opinions and renders the judgments of the community.

That quality is *alertness*.

The alert minority are not all well to do, altho most of them will be in the end. They are not all fashionable, not all college graduates, and not all of them bear old American names. But by virtue of their alertness they are the first to grasp worthy new ideas and surest to remain loyal to what is sound, quickest to detect sham or puncture mere fads and likeliest to put genuine improvements into effect.

Because they are vocal, because they are listened to with respect, because they are active in neighborly contacts, and because their example is known to be worth following, the alert are privileged to determine what the great majority will do and wear and eat and use. They are *the ruling mind of America*.

That is why there is no need of unanimity, no need of majority opinion. The consumers of America are ruled by an oligarchy of the alert.

Any manufacturer, whether of soup or soap or typewriters or motor-cars, if he would succeed, must possess above all else the good-will of *the alert, at every income level and in every stratum of every community*. A favorable public opinion means nothing more or less than the favorable opinion of the alert.

It is this that is coming to be known as The Biggest Thing in Business.

The Literary Digest is an achievement unique in American publishing because by circularizing every home that has a telephone it has created a medium that has mass circulation,

1,400,000 COPIES PER WEEK

large enough to serve any advertiser, and it also has select circulation. It selects not on the basis of wealth or aristocracy but on the basis of alertness, because only the alert and progressive find The Digest interesting.

The Literary Digest

ADVERTISING OFFICES: NEW YORK, DETROIT, CLEVELAND, CHICAGO



The products of this fabulously wealthy territory pouring into Fort Worth

—and
Fort Worth
supplying all the
needs of this great
Inland Empire.

Here's the greatest tryout territory in the United States completely covered by the *Star-Telegram* and *Record-Telegram* with more circulation than any three other newspapers in this territory combined.

Daily and Sunday Circulation More Than 120,000
NO PREMIUMS NO CONTESTS

FORT WORTH STAR-TELEGRAM
(EVENING)

Fort Worth Record-Telegram
(MORNING)

FORT WORTH STAR-TELEGRAM
and **Fort Worth Record**
(SUNDAY)

AMON G. CARTER,
Pres. and Publisher

Charter Member
Audit Bureau of Circulation

A. L. SHUMAN
Vice-President and Adv. Dir.

HOTEL EMPIRE

New York's newest and most beautifully furnished hotel—accommodating 1034 guests
Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET. **\$250**

ROOM WITH PRIVATE BATH. **\$350**

TESTIMONIALS

Speaking of testimonials here's one we appreciate
"I don't see how you do it. Our photostats are back almost before we realize the letters have been turned over to you. Real service."
Let us prove that for you. You want photostats when you want 'em. We get them to you.

Commerce Photo-Print Corporation
80 Maiden Lane New York City

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

under the customer's skin. It involves showing him, catering to and cooperating with him, helping, teaching, demonstrating. It sometimes means gently forcing him. And then there's the same question abroad that we have at home, is the consumer worth a postage stamp?

There's our export literature, so-called, catalogues, selling helps, house organs, market letters. There's the injection of personality, where a dignified if not supercilious aloofness used to reign. There's the cultivation of interest, loyalty and cooperation. There may be quotas, competitions, bonuses, prizes. Know the market first, by all means, but then be sure you know your customer, and be sure he knows you as something more than an intangible, impersonal, nebulous possibility somewhere beyond the horizon.

BUT here the thoughtless or the incautious may find himself involved in a peck of trouble. He cannot treat his customer in Constantinople in exactly the same way in which he treats his customer in Kansas City, nor can he treat his customer in Maracaibo just like the one in London or Melbourne. Indeed one must not treat all customers in Maracaibo in just the same fashion, merely because one has happened to read somewhere that Maracaibo is in Venezuela and Venezuela is a South American country, and people say that Latin-Americans like to be treated as close friends and intimates, with a certain absence of the formality regarded as becoming by the British.

So much of the advice so freely tendered by ardent advocates of modernism in export selling (myself included) must be read with intelligence and tempered by study and knowledge. One must know and appreciate many distinctions. Among them:

1. Customs among other peoples of the world, of different blood and strikingly different psychology.

2. The varying types and calibres of foreign customers. Not all are Marshall Fields; not all are the Jones Retail Stationery Emporiums of 1234 First Avenue.

Smiles of derision will just as surely greet the mistakenly conceived and offensively personal effusion of the salesman when it is received in Buenos Aires as in Chicago—unless the salesman happens to be personally and well acquainted with the correspondent. In every other case there has got to be a thoroughly good paper acquaintance with markets and all their characteristics, from geography to religion, and a keen insight into the personality of the customer's firm. It is easy enough to acquire knowledge of this sort, if one takes the time and trouble. The modern export manager does take the trouble. The fundamentalist takes no account of such trifles—all countries look alike to him, all "foreigners" who order goods look alike—to him an order is an order, to be shipped as soon as he

THE GROWTH OF THE CAMERA



AMONG the observable tendencies in advertising technique is the growing use of the photographic illustration.

In one way it is a good omen. For this trend, like the trend in many other lines of endeavor, is a close reflection of public attitude.

Before us, at the moment, is the June issue of the Ladies' Home Journal. Beside it we have placed the Journal for the same month of 1914.

The advertisements in this older issue now seem a trifle unreal. And this lack of realism is not entirely due to an absence of bobbed heads, knee-length skirts, or one-piece bathing costumes.

A puffed air of artificiality clings to them mainly because of a rather widespread desire to exaggerate.

The nameplates seem a trifle flamboyant. A variety of type faces in a single piece of copy, each straining for attention, smacks a little of the circus poster.

On the back cover appears a camera advertisement properly illustrated with a photograph of a bride in wedding finery—but the photograph is colored and tinted until it

is unlike anything a camera could produce.

Throughout all the pages of this old issue few photographs of men and women using the product presented are to be found. The camera would not exaggerate. The artist could be persuaded.

If you wanted to advertise an automobile, for instance, good practice was to show the car half again larger in proportion to the occupants than was actually the case.

Gloves, hats, shoes—wearing apparel in general—were occasionally photographed and the figure drawn in a lighter, grayer tone, and often smaller in scale.

This tendency to overstress, to focus an unnatural attention upon the product advertised, generally resulted in the public's discounting the claims of an advertisement some imaginary per cent.

One of the outstanding fea-

tures in current advertising is the number of well-posed photographs used to illustrate advertisements. Photographs unhampered by distortion—the reader sees what the camera saw.

This recognition of the proper use of the camera has had a salutary effect on all advertising art.

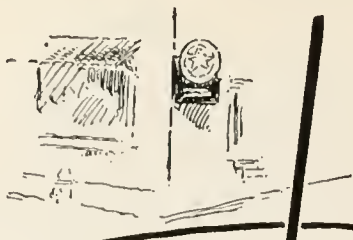
As advertisers ceased demanding of an artist that fidelity to detail better supplied by the camera, as they have turned to artists and illustrators for the decorative, the dramatic, the imaginative and pictorial qualities supplied by the hand and brain of an artist, better talent has offered its services to industry.

Public opinion is surely, steadily moulded by sincerity. The advertising illustrations of 1926 are marked by a more sincere, a more honest effort than the illustrations of even just a few years back.

GEORGE BATTEN COMPANY, INC.

Advertising





Signs at Home and Abroad

THE TEXAS COMPANY uses DuraSheen Porcelain Enamel Signs because it has found it pays to use high quality enamel signs impervious to rain, snow, sun, wind, dust, heat and cold. Thousands of Texaco dealers the world over will tell you that DuraSheen Signs—they are made of highest grade porcelain, fused into heavy sheet steel at 1800° Fahrenheit! They never rust or warp. Their colors never fade. They will invite friendly attention to your product forever. Naturally, they cost less in the long run. Write today for details.

THE BALTIMORE ENAMEL and NOVELTY COMPANY

MT. WINANS
BALTIMORE, MD.

200 FIFTH AVENUE
NEW YORK, N. Y.

NOTICE!

All advertising space is valuable. None is more valuable than the space your signs occupy on your dealers' premises. None is more difficult to obtain. None so near the point of sale! It pays to supply deal-

ers with the best signs the market affords—the best in wear and tear, in readability, visibility, and attractiveness—in other words, with DuraSheen Life Time Porcelain Enamel Signs.

DuraSheen

Porcelain fused into Steel —

Lifetime Signs

gets the cash. Thereafter he waits placidly until the "foreigner," at his own sweet will, gets around to sending another order.

Nobody's advice as to developing export sales can be better than the maxims: Know your markets—know your customers. Then adapt modern sales policies of your own domestic business to your export trade, as warranted, or modified, by your knowledge

Direct Seller's Dollar

[CONTINUED FROM PAGE 24]

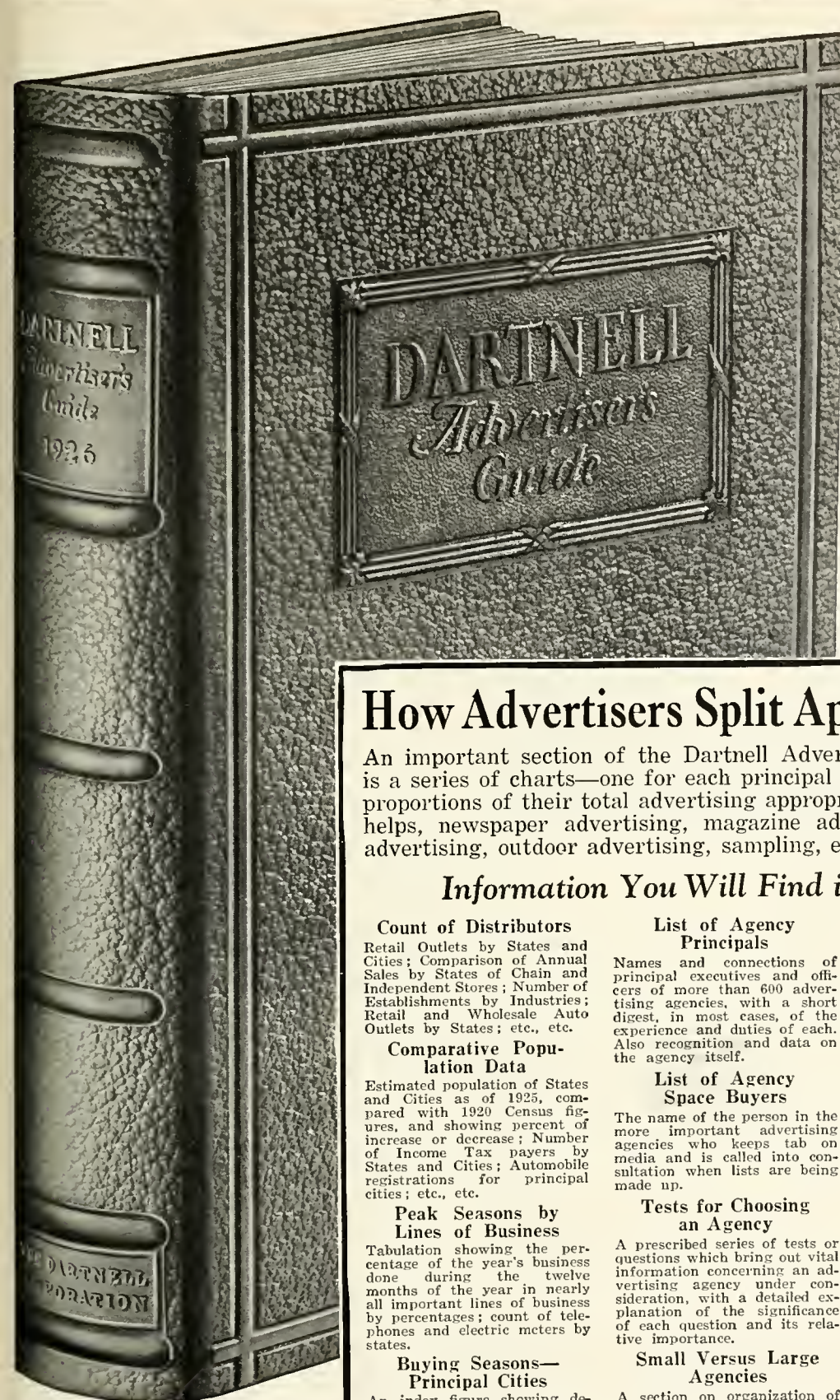
At the end of each month the columns are totaled. At the end of three months these totals are added and the summarized figures are entered in the proper bottom spaces. Similar summaries are entered at the end of six months, nine months, and twelve months.

After the entries have been made by the client, the daily sheet is mailed to our office, where our record-keeping department enters the same figures on a similar set of permanent cards which remain in our files. These cards furnish the basis for future plans, copy, media, etc. Good advertisements are repeated; poor copy appeals and publications are weeded out. Bigger and more consistent space is run in the good publications. After a time, these cards enable the agency to develop a schedule of advertising which brings the client the utmost for every dollar he spends.

Paraphrasing, I want to say something about that source of business called "Unkeyed". A certain percentage of replies come in without a key. After the firm has become a familiar operator in the field, salesmen will often write, not in answer to one advertisement, but because they have seen a number of them and have been influenced by all rather than by any one; because they have seen the line in the hands of another salesman and become interested; or because they have seen samples of the product and decided to sell it. These miscellaneous replies, and the applications and sales which flow from them, are recorded on a special "miscellaneous" card which is handled just as though it were the card of an advertisement which appeared in a non-existent magazine called "Miscellaneous." In arriving at general conclusions regarding the advertising, these un-keyed results are allocated to the advertisements in proportion to the keyed results each advertisement brought in. If the results of a certain insertion are one-half of the one per cent of the total results received from all the advertisements run, this percentage of the miscellaneous card is added to the traceable results of this insertion.

Now, how do the advertiser and his agency sit in judgment on a given piece of copy? If so, what tests did they apply?

We start with the "vital ratio",



Price
\$3.50

Sent to Any
Rated Concern
on Approval

Over Four Hundred
Pages Filled with
Useful Information

How Advertisers Split Appropriations

An important section of the Dartnell Advertiser's Guide for 1926 is a series of charts—one for each principal industry—showing the proportions of their total advertising appropriation spent for dealer helps, newspaper advertising, magazine advertising, trade paper advertising, outdoor advertising, sampling, etc.

Information You Will Find in the Guide

Count of Distributors

Retail Outlets by States and Cities; Comparison of Annual Sales by States of Chain and Independent Stores; Number of Establishments by Industries; Retail and Wholesale Auto Outlets by States; etc., etc.

Comparative Population Data

Estimated population of States and Cities as of 1925, compared with 1920 Census figures, and showing percent of increase or decrease; Number of Income Tax payers by States and Cities; Automobile registrations for principal cities; etc., etc.

Peak Seasons by Lines of Business

Tabulation showing the percentage of the year's business done during the twelve months of the year in nearly all important lines of business by percentages; count of telephones and electric meters by states.

Buying Seasons—Principal Cities

An index figure showing degree of business activity in two hundred important centers for each month of the year, based on survey of individual bank debits and other data.

List of Agency Principals

Names and connections of principal executives and officers of more than 600 advertising agencies, with a short digest, in most cases, of the experience and duties of each. Also recognition and data on the agency itself.

List of Agency Space Buyers

The name of the person in the more important advertising agencies who keeps tab on media and is called into consultation when lists are being made up.

Tests for Choosing an Agency

A prescribed series of tests or questions which bring out vital information concerning an advertising agency under consideration, with a detailed explanation of the significance of each question and its relative importance.

Small Versus Large Agencies

A section on organization of agency; agreements with agency; Significance of different kinds of recognition; Responsibility of Agency to publisher and advertiser; etc.

Advertising Appropriation Charts

Detailed plans for budgeting advertising expense; Charts showing percentage of sales to advertising in leading industries; charts showing how advertising appropriation is divided in different industries.

How to Judge Advertising Media

Listing of important newspapers, magazines, farm papers, trade papers, etc., with circulation rates, closing dates, type page sizes and other helpful data. Section on interpretation of these data.

Measuring Advertising Results

Section of ruled pages for mapping out campaign in publications, arranged for keeping record of results, costs per inquiries, etc., for use in future selection of media.

Copyright and Trade-Mark Data

Digest of Trade-Mark and Copyright Laws in the U. S. and principal Foreign Countries; Comparative weights and paper sizes; Tabulation of sources of mailing lists; Digest of Patent Laws of the World, etc., etc.

Includes the Dartnell Index to County Buying Power

THE DARTNELL CORPORATION, Publishers

4664 RAVENSWOOD AVENUE, CHICAGO

19 WEST 44th STREET, NEW YORK

The Guide will be of considerable value to us throughout the year, and it already has a place among the most valuable volumes in our library. SUNLAND SALES COOPERATIVE ASSOCIATION.

It contains much valuable information. Not only the statistical matter in Part 1, but the Advertising Agency information in Part 2, are of especial value. SIMONDS SAW & STEEL COMPANY.

The Guide has been put at work in our advertising department, where it will be a valuable book of reference. STEPHEN F. WHITMAN & SON, INC.



NOTICE the manufacturers in your town who are turning to gas for fuel. When you realize that one industrial consumer uses more gas than hundreds of domestic customers, you can see what a tremendous growth the gas industry is undergoing with the active development with this type of business. Of course the demand for all types of equipment and supplies is growing correspondingly.

Let us tell you of the application of your product in the gas industry. No cost or obligation to you.

Gas Age-Record

A. B. C.

A. B. P.

"The Spokesman of the Gas Industry"

9 East 38th Street

New York

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

which is different for every business. Before the manufacturer runs a line of copy he should determine just how much business every advertising dollar must bring him to show profit. He may be able to spend 10 per cent for advertising. In that case, he should receive at least \$10.00 for every \$1.00 he spends for publication advertising. If a particular advertisement costs him \$100.00, over a year's period he should receive a minimum of \$1,000.00 in sales. Ordinarily, the manufacturer figures that he must reach this vital ratio within a year from the appearance of the advertisement, regarding the "carry-over" of subsequent business as so much "velvet". The vital ratio for every dollar may be 4 for 1, 6 for 1, 12 for 1. In the case of the record card reproduced with this paper, it is 8 for 1. Had this advertisement produced \$2360.00 in sales over 12 months, it would have been a profitable piece of copy, as it cost but \$295.00. The record shows that in the year it produced \$7,157.15 or \$24.26 for every dollar. Most of the inquiries and salesmen were received in the first three months, of course, but the business kept climbing and climbing. Everything over and above our 8 for 1 ratio, every dollar of sales exceeding the \$2,360.00 minimum, is velvet. The advertising cost, so far, is down to 4 per cent and the agents obtained by the advertisement are still producing business.

IMAGINE hundreds of cards similar to this one kept over a period of years. How comparatively easy it then becomes to decide where, how and at what season to advertise.

Once such cards are available for an entire campaign, there is no end to the kinds of information that can be obtained. Analysis will show what the advertiser can afford to pay for inquiries and for salesmen. Many a publication or piece of copy will pull many inquiries at low cost, but the appointments and the orders will not be forthcoming. On the other hand, many a piece of copy will bring inquiries at a comparatively high cost, but the better class of inquiries will produce more sales.

It becomes unnecessary, after a time, to wait an entire year, season, or sometimes even a month before determining the value of a certain piece of copy. An analysis of previous advertising will show the proportion of inquiries, salesmen, and business produced during the first few days or weeks by a productive advertisement in a certain publication. If one receives more than the calculated percentage in the test period, one can safely assume that the advertisement is right, and run it in an entire list. A system similar to this, revised to meet the peculiar conditions of a district manager organization, can also be maintained with much profit.

So the record-keeping system keeps the wheels of the successful direct selling machine turning.



THE WEALTH OF THE KHAN

Would Marco Polo have to slash open his doublet to-day just as he did back in Venice when they refused to believe his tales of the fabulous wealth of the great Khan until the glittering coins cascaded before their staring eyes?

Over thirty-six years ago Comfort Magazine discovered a rich market. It was largely potential then, but very recently it has become feverishly active. Meanwhile Comfort through good will has built up a subscription list of over a million!

Every month Comfort is read by six million people living on the farms and in the small towns of this country. Most of them do their buying

in the towns of 10,000 population and less. Comfort is peculiarly equipped to carry your message about your goods to these people.

The wealth of the Khan is there, and some American manufacturers have already seen the glittering coins of increased sales by way of proof.

Let Comfort tell you more about its discovery. Write to us. We can help you solve your problems of distribution.



THE KEY TO HAPPINESS AND SUCCESS IN OVER A MILLION FARM HOMES

AUGUSTA, MAINE

NEW YORK • 250 Park Ave. • CHICAGO • 1635 Marquette Bldg.

LAST FORMS CLOSE 28TH OF SECOND MONTH PRECEDING DATE OF ISSUE



Directive Sampling of the public

One black-and-white page in Oral Hygiene induced 1,575 dentists to request 21,500 packets of a well-known sedative for distribution to patients.

This is directive sampling—samples reaching the right people, with the dentist's endorsement. Could you use this channel? Ask us.

ORAL HYGIENE

Every dentist every month

1116 Wolfendale Street, N. S.
PITTSBURGH, PA.

CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 8448

NEW YORK: Stuart M. Stanley, 53 Park Place Barclay 8547

ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Olive 43

SAN FRANCISCO: Roger A. Johnstone, 155 Montgomery St., Kearny 8086

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index. National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co., Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

In Sharper Focus

Edwin S. Friendly

By Greenville Talbott

EDWIN S. FRIENDLY was born in the year—or was it the year after? Anyway, he has an old head on young shoulders, and is the youngest business manager of any newspaper in New York City.

He first saw the light of day, as biographers express it, in Elmira, N. Y., and did credit to the schools of that city, after which he concluded his education at St. John's Military Academy at Manlius. Aside from the academic education he got there, he gained renown for a tenor voice that was



heard Sundays in the Episcopal church choir.

Another thing that Friendly learned at St. John's was a military bearing and a military training that has stood him in good stead. His physique has helped him over the hardest kind of work and long hours at his desks of duty. Fact is, Mr. Friendly loves work and can do a lot of it.

He worked at trades in his native city, but the lure of newspaper work was ever present in his heart and head, so when he finally persuaded his parents that journalism was his ambition and hope they consented to let him make the plunge.

He did so, but not in small-town newspaperdom. He went straight to the biggest city in the United States and began his career at a minimum wage with the biggest newspaper in New York—*The New York Times*. For big things are attractive to Edwin S.

Friendly, and he does things in a big way.

He has been in strenuous newspaper work ever since entering it. In seventeen years, from an eight-dollar-a-week newspaper clerkship he has won his way on merit to the position of business manager of *The New York Sun*. He has had thirty-two salary increases within that space of time. And my word for it, his salary checks now carry big figures, but he gives more than value received for them.

When he was consecutively passing from one post of trust to another, he mastered every detail of his duties, while, at the same time, making himself proficient for the position just ahead. Mr. Louis Wiley used frequently to refer to him as "my competent first lieutenant." Adolph S. Ochs was sorry to lose Friendly, but proud that Frank Munsey had chosen him to manage *The Herald* and *The Sun*. At a farewell luncheon given to Mr. Friendly, just before his departure, Mr. Ochs said *The Times* Family (as he fondly termed his employees) looked as though they were attending a funeral, instead of enjoying a party. Everyone so keenly felt Mr. Friendly's leaving *The Times*.

Edwin S. Friendly married Miss Henrietta Steinmeier of Boise, Idaho, on Dec. 27, 1914. They are blessed with two charming children—Helen, 8, and Edwin S. Jr., 4.

Terms applicable to Edwin S. Friendly are: Energy, initiative, progress, accuracy, truthfulness, honesty, and fairness to all alike, whether department head or office boy. Though firm and strong, kindness is a prevailing factor in his make-up. I recall someone calling him on the telephone, and, not being able to recall his name, saying: "I can't remember his name; it's Mr. Lovely or Mr. Pleasant or something like that."

Mr. Friendly lives and loves Honesty. I recall an expression he used in a speech, and have heard him repeat it several times in conversations and in conferences. It is this:

"Honesty is the best policy. But he who is honest solely because honesty is the best policy, is not truly honest."

In 1922, when Friendly took charge of *The Sun*, its average daily circulation was 180,000—today it exceeds 250,000. In 1922, *The Sun's* total advertising volume was nine million agate lines. In 1923, ten million lines. In 1924, thirteen million. In 1925, fourteen million, and for the first four months of this year it was 5,695,168 lines.

These figures are an indication of the progressiveness of Edwin S. Friendly as a great newspaper business manager.

Out from behind the grocer's counter



HERE'S a place in the sun for many a worthy brand of food and soap and household necessities "Sales insurance", we might call it.

Trust the Globe-Democrat to develop such a plan.

Perfectly logical Perfectly obvious.

The great popularity of The 49th State Food News (part of our Friday issue) suggested this plan of displaying Globe-Democrat advertised merchandise.

So we've placed these handsome stands in St. Louis grocery stores to point shoppers to the brands they've learned to know.

It's another progressive stride for St. Louis' great food advertising medium And another great stimulus to sales.

If you sell merchandise for household use, our Service and Promotion Department will gladly explain how you can benefit from this plan.

St Louis Globe-Democrat

F. St. J. Richards New York
Guy S. Osborn Chicago
Jos. R. Scolaro Detroit

C. Geo. Krogness San Francisco
Dorland Agency, Ltd. London

Tribute

ABUNDANT glory went to Lincoln and to Grant, and it still goes marching on.

But who knows anything about Jay Cooke? Who ever heard of him? Or, hearing, who realized the significance of his work for the North?

Cooke was salesman extraordinary for the Federal Government. He was a Philadelphia banker appointed by Lincoln as salesman for bonds at a time when the treasury was depleted and MONEY was one great essential to the Union's success.

He launched the first national sales and advertising campaign; put 4,000 men into the field; bought space in every worth while paper; slapped billboards up in the postoffices; flooded the North with circulars.

In a few months he had sold bonds—in the North, in '64!—to the face value of One Billion. Two Hundred Million Dollars! His methods were hooted but the results were there.

That is one of the inspiring examples of salesmanship that everyone will react to with three rousing cheers. Nobody will say, "Oh, hell; another salesman!" to that accomplishment.

How little we realize what salesmen have done for us. What they are doing for us!

Invention would come close to being a total loss without them. The history of every great invention is the story of salesmen finally pushing it to success past human inertia and antagonism.

They have given us the turbine for the ox, the automobile for the push cart, the printing press for the quill, the efficiency of advertising for the slow-moving marketing methods of the past. They bear the brunt of every merchandising battle and nurse their bruises with a grin.

I pay this little tribute out of admiration and respect, with the gentle suggestion to buyers that "In conference" is a phrase which may profitably be played *pianissimo*.

A. R. Manjiev.

for
INDUSTRIAL POWER
608 So. Dearborn Street
Chicago, Ills.

Industrial Power is an extraordinarily good scout for those good scouts named salesmen. It locates the best prospects in 42,000 important industrial plants.



Earning Power of a Writing Man

The "Ritz," the thirty-five—or is it forty?—story apartment house which Arthur Brisbane is building on East Fifty-seventh Street, is the most impressive evidence of the earning power of a writing man that this, or any other, country offers.

To think that a man, still in his prime, with no other tools than his brain, his right arm and a pen (or a typewriter) has earned enough money to finance a transaction which runs into several million dollars—it is amazing!

For Charity

Most of us would give more and oftener to charity if we did not believe (and with good reason) that a considerable percentage of the money we contribute is "side-tracked" and that only a relatively small percentage is used for the purpose for which we give it.

In London, last summer, I ran across a charity which has no "overhead." It has, as a matter of fact, an "under-head," for the young women who are connected with it are not only not paid, but they actually pay for the privilege of serving!

The name of this charity is the Rachel McMillan Nursery School. Its location is Deptford, a part of London which is inhabited, almost wholly, by the poorest of the poor. To the McMillan Nursery School are brought daily, by their mothers, three hundred children, varying in age from two to seven years; and there their little bodies are strengthened by exercise, good food and outdoor life. There, their manners are improved by contact with women of refinement and their minds are given an opportunity to expand.

Every year, the London County Council makes the McMillan Nursery School an allowance just large enough to care for 150 children. The cost of caring for 150 more is met, somehow or other.

No one—no one—is ever asked to donate a penny. No "solicitors" are employed. No begging letters are mailed. Yet, from one source or another, money comes. And as it comes the activities of the school are enlarged. More

teachers are added, more ground is leased, another vegetable garden is planted, another tiny shelter is built, and the door of the school is opened a bit wider so that more and more of London's waifs and strays may enter.

It is the most beautiful—and the most worthy—charity in the world, for from it graduate sturdy boys and girls who otherwise would begin the struggle of life under the handicap of weak bodies and weaker minds.

Frequently—at least once a year—a certain Exalted Personage visits the McMillan Nursery School. She comes unheralded. She spends a happy hour or two with the children of London's slums. A day or two later the postman slips a plain envelope in the school's mail box. A check is in it—a check for several hundred pounds. Other checks, big and little, arrive. But no one is ever asked to give a penny. No one! Ever!

We Are on the Way

Recently, with a ship-broker friend, I spent several hours along the waterfront of an Atlantic seaport which ranks among the leaders. In- and out-bound freight was moving in reassuring volume. Rates are, however, very low—too low to satisfy either British or American ship-owners. Italian, Greek and Japanese tramp vessels seem to be carrying the bulk of the business.

Two things particularly impressed me. One was that the out-bound freight consisted, very largely, of the products of business houses who are advertisers as well as manufacturers. The other was that the markings on boxes and bales which had come from Germany, Japan and Czecho-Slovakia were in English—"Fragile," "Use no hooks," "Packed in Excelsior," etc.

Slowly, but very surely, we are getting back to something resembling pre-war conditions. We are not there yet, but we are on the way.

But there is

One Sunday it rained. And in Monday morning's papers appeared considerably more than the usual number of stories of automobile accidents.

Tuesday's and Wednesday's issues, in turn, carried more than the usual amount of advertising of non-skid tires, safety chains and accident insurance companies.

You might not think that there is any connection between a rainy Sunday and the advertising revenues of a New York daily newspaper; but there is.



We Don't Know

"We don't know" is the most difficult answer for any advertising concern to make to a prospective client. If any manufacturer feels like putting the query of what can we do for him, that must be our reply. Coupled to it is the statement, in truth, that we do know the advertising business and how to apply that knowledge in his interest. Most of us here have sold goods. We know it to be hard work. It is fair to say that the magic we employ in making success for our clients and for ourselves is hard work—in service, not in solicitation.

The Geyer Company
Advertising

Third National Building, Dayton, Ohio



"Uncle George"
Solves the problems of
Boot and Shoe Recorder
readers

*Hundreds of inquiries
come to Uncle George each month
—and some are PUZZLERS!*

BUT—
*Uncle George untangles the twists.
He tells the Oklahoma man where
to buy wooden shoes—the anxious chap
from Pennsylvania where he can get a
violet ray machine—the live wire in
North Carolina how to pep up business
by radio—and so on ad infinitum!*

*Thus the influence of the Boot and Shoe
Recorder is registered helpfully in every important
shoe store in America by our Information Bureau.*

New York
Rochester
Philadelphia

**BOOT and SHOE
RECORDER**
The Point of Penetration to the
Shoe Market
207 SOUTH STREET, BOSTON

Chicago
Cincinnati
St. Louis



J. Rowland Mix

THE death is announced of J. Rowland Mix, head of the J. Rowland Mix Advertising Agency, New York, and one-time vice-president of the Mutual Service Corporation, same city. He lived at 15 East Tenth Street, New York, and died at the home of his daughter, Mrs. A. H. Blight, White Plains, N. Y., after a short illness. Mr.



(C) Jessie Tarbox Beals

Mix was born seventy years ago in Atwater, Ohio, and was educated in private schools in Wilton, Conn. At one time he made his home in Orange, N. J., but for the last twenty-five years had lived in New York. For many years he was business manager of Scribner's Magazine until he resigned from that position to open his advertising office.

Bridging the Gap

[CONTINUED FROM PAGE 38]

knowledge of all interested. This failing, they will never realize \$20,000."

Greeley also helped business men to see what had happened in the last fifty years: "The time was when the circulation of the most progressive journal was counted by hundreds, and an advertisement in its columns was about equivalent in publicity to a hand-bill on a blacksmith's shop. It is different now. There are men in trade who understand the difference and profit by it. Many pay thousands a year for advertising and the number is yearly increasing. In five years there will be hundreds where there are now tens."

A new crop of agencies sprang up. Shattuck started in business as Peaslee & Company; Evans and Lincoln began in Boston and initiated the training of A. L. Thomas, eventually to become Lord & Thomas; L. P. Fisher started in far off San Francisco, and Carlos A. Cooke gave Chicago its first agency.

George P. Rowell was among this crop. He started business on March 5, 1865, in Boston.

The NEIL HOUSE

The newest and now the Leading Hotel in COLUMBUS, OHIO
Opposite the State Capitol
655 ROOMS—655 BATHS
RATES FROM \$10.77
EUROPEAN PLAN

The facilities for dances, luncheon, dinner and card parties, large or small, are so unusually good that Sorority and Fraternity functions are always enjoyed

SPECIAL FEATURES
Club Meats in Main Dining Room and Grill Room.
Blue Plate Luncheon.
COUNTER SERVICE AT POPULAR PRICES

Luncheon Clubs served in private dining rooms at 75¢ per person.

Under the Direction of
GUSTAVE W. DRACH, President and Architect
FREDERICK W. BERGMAN, Managing Director

PROVE IT! SHOW THE LETTER

If your salesman could show skeptical prospects the testimonial letters and orders received from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use.

Write for samples and prices

AJAX PHOTO PRINT CO., 31 W. Adams Street, Chicago



CATCH THE EYE!

Give your house organs, bulletins, folders, cards, etc., with eye-grIPPING cuts—get artwork at cost of plates alone. Send 10c today for Selling Aid plans for increasing sales, with Proof Portfolio of advertising cuts.

Selling Aid, 808 S. Wabash Ave., Chicago

*An actual incident at the
Cantine paper coating plant*

The two & & dinner pails

*"One's for pop and the other's for
grandpop—they both work here."*

THAT old trade custom of the son following in the steps of the father had a marked influence on the quality of things produced in days gone by. Despite the hurly-burly pace of modern production, it still persists in some few localities such as Saugerties, N. Y., the home of The Martin Cantine Company of paper coaters.

Like the working of fine silver and the making of oriental rugs, the coating of paper will always depend for perfection on the experience of craftsmen who see in their work ample incentive for making it a life calling.

Every one of the foremen in the Cantine plant has been with the company at least twenty years and many of them well over thirty. The present superintendent has three sons and a grandson working under him. Such records of long service and experience are typical, rather than exceptional, and account in part for the noted printing qualities of Cantine papers.



The actual test of printing tells the story of Cantine specialization—since 1888—more eloquently than words could ever tell it.

The added impressiveness of expensive art work and engravings printed on a Cantine quality paper has a vital effect on the sales value of your completed job.

For sharply detailed color and halftone work specify—Ashokan. For the richness of soft-focus reproduction on a dull coated stock—Velvetone. For an extraordinary printing and folding job—Canfold.

A handsome steel-engraved certificate is awarded each quarter to the producers of the most meritorious job of printing on a Cantine paper. Write for details, book of sample Cantine papers and name of nearest distributor. The Martin Cantine Company, Dept. 325, Saugerties, N. Y.

Cantine's

COATED PAPERS

CANFOLD
SUPERFINE FOLDING
AND PRINTING QUALITY

ASHOKAN
NO. 1 ENAMEL BOOK

ESOPUS
REGULAR
NO. 2 ENAMEL BOOK

VELVETONE
SEMI-DULL - Easy to Print

LITHO C. I. S.
COATED ONE SIDE

"PLANNED ADVERTISING"

Reg. U. S. Pat. Off.

Beyond the Plan there is no obligation

HAVE you sometimes wished that you could have a chance to size up an advertising agency, actually at work on your own product, before you gave them authority to spend your money in the magazines?

That is exactly the opportunity we offer you in our Plan method. For a nominal fee, agreed upon in advance, we build an Advertising and Selling Plan, in which we present our recommendations, and all the investigation and study which led up to them. Then, beyond the payment of that fee, you are under no obligation to us.

Quite Different

THIS method of "being actually at work on your own product," is quite different from merely submitting advance ideas on speculation. It means that for a period of two or three months, you have our trained men working on the problems not only of your industry, but also on the problems which are peculiar to your own company and your own product.

You have an opportunity to observe us in action and to judge our methods of procedure—the thoroughness of our preparation, the accuracy of our information, and the reasonableness of our conclusions and recommendations. This costs you only a nominal fee, beyond which there is no further obligation.

Successful Method

THIS method has been successful, to mention a few cases, for LePage's Glue, Hoffman Valves, Church Sanitary Toilet Seats, Rusco Brake Lining, Gilbert's Erector, Gulden's Mstard—successful from the viewpoint of the manufacturers of those products.

May we send you a copy of "The Preparation of a Marketing Plan"? In this book, Mr. Hoyt explains more fully the ideas presented above. Give the Memo below to your stenographer and ask her to send for the book today.

CHARLES W. HOYT COMPANY
Incorporated

PLANNED ADVERTISING
Reg. U. S. Pat. Off.

New York

Boston Springfield, Mass.
Winston-Salem, N. C.

Tear out this MEMO

and give to your stenographer.

Please write to the Charles W. Hoyt Company, Inc., Dept. E4, 116 West 32nd St., New York City, and ask them to send me without obligation a copy of "The Preparation of a Marketing Plan," by Mr. Hoyt.

Worse Than That

[CONTINUED FROM PAGE 30]

that the label was chosen for attention value, was addressed to the attention of the discriminating housewife and was chosen by seven men. Were men going to buy the noodles?

The most successful brands of food now marketed are of course known by name rather than label, but several of the best known happen to have attractively designed labels as well.

A NEW product with a label as its introduction to the quality within should carry some hint of that quality in the label, and of that quality the average man is the worst possible judge. (There are specimens of his judgment on every grocery store shelf. Read 'em and weep.)

Labels for products intended for "discriminating women" should be: (1) legible; (2) simple; (3) limited to not more than three colors; (4) attractive and "different" in design.

Red, that favorite of all attention-getters, should be tactfully used, not in splashes or broad backgrounds.

Lettering should be considered in type and color. A reverse of colors—white on black, black on white, outlined with red, for example—gives variety without irritation.

Script should be used sparingly. It is hard to read and meaningless except in facsimile signatures.

After a product is established the label is, of course, wholly secondary and the choosiest housewife will order by brand. But a label for a new product entering the crowded market of settled feminine buying habits should be planned to appeal. Feminine prejudices are worth consideration and they do not always appear on the costliest charts.

Possibly the difficulty that some clever advertisers admit they encounter in measuring the response of women consumers may arise from the fundamental lack of discrimination at which Miss Birchall hints. It is always simpler to build a lay figure of the Average Woman from specifications and consider her once and forever typical.

The "typical housewife" is an instance.

Two years ago a survey was made by a veteran agency in the interest of an expensive bit of household equipment. Boys and girls with notebooks went out among the Jersey housewives with a questionnaire. At the conclusion of the survey the agency conference split six to one on the marketing. So they called another conference.

Just about this time I met one of the agency men, one of the most intelligent research men on my list (which is brief). He, being intelligent, hap-

pened to remember that part of my housewifely past had been spent in a Jersey suburb and he set forth the matter in which six of his associates were dead against him. He advocated limiting sales branches to the principal shopping centers, such as Newark and Paterson, and spending on a house to house campaign with trial demonstration use. The opposition wanted to see agencies peppered all through the suburbs, either as small branches or with representation by local hardware dealers.

"You see," said the minority, "the survey shows that practically 80 per cent of the housewives do their shopping in their own suburb. They say I'm crazy not to agree with them for multiplying the distributors."

I expressed an opinion born of the years during which I had observed both the 80 per cent and the other 20 per cent of Jersey housewives in their lairs, in their clubs, and in their shops. I pointed out:

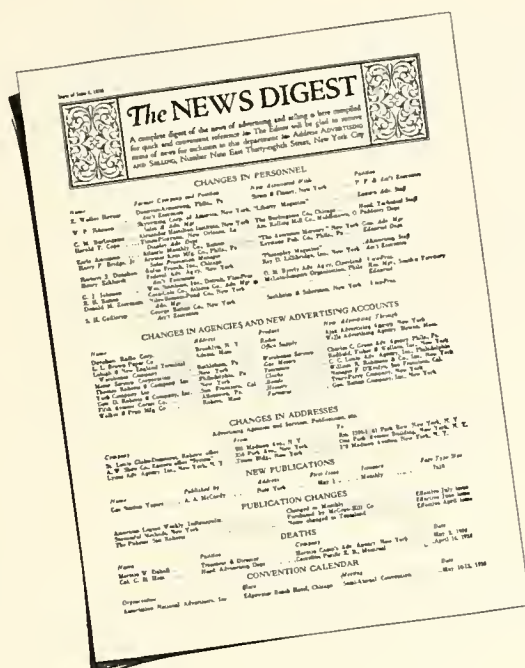
FIRST, that the equipment was too expensive to be seriously considered more than 40 per cent as a maximum. Of this 40 per cent there were 20 per cent accounted for among the housewives who did not shop exclusively in their own suburb. The second 20 per cent—one-quarter of the surveyed "majority"—would either keep up with Lizzie and trade with Lizzie's dealer—even at the cost of a journey to Newark—or else they would certainly be reached in the progress of the door-to-door canvass. The trial use of the equipment would reach them better than would the casual salesmanship of any local dealer. (I had seen such representatives in action and inaction is the word.)

Second, that the suburban housewife (unless born and bred in her particular suburb) rarely accepts the equipment or the selection of models offered by her local store as definitive. There is always the feeling that the store in the larger town must have a wider selection and more competent service.

These two little fundamental matters did not show up on the survey, however, and the opposition carried the day. There was an expensive session of dealer-helping, local advertising, and this and that, but the equipment didn't "go over."

I was sufficiently interested to follow through and check up by interrupting three luncheons, two bridge games, several teas, and a few dozen committee meetings. I would have stacked the resultant verdict (which agreed with mine, incidentally) against any seven-barrelled he-conference anywhere, be-

and now— The Revised News Digest



Complete, Accurate, Convenient

It fills a need that has long been felt; it condenses and classifies *all* the news and places it at your finger tips in a single section—to be perused at a glance and to be filed at your leisure. A complete history of contemporary advertising in fortnightly installments, it makes other news sources superfluous and saves you the hours previously spent in thumbing through interminable, diversified publication pages. Turn to page 91 and you have it complete. And if you are reading a borrowed copy, turn back to this page, sign the coupon below and mail it now.

ADVERTISING AND SELLING
9 East 38th Street, New York City

Canadian, \$3.50
Foreign, \$4.00

Enter my subscription for one year and bill me for \$3.00.

Name Company.....

Address Position.....

A Newspaper Combination

With None of the Usual Drawbacks

Most papers sold in combination to advertisers are also sold in combination to subscribers.

With such papers, duplication is a big item.

In Dallas no two papers are sold to their readers more independently than The News and The Journal.

Here is a case where advertisers are allowed the many privileges of a combination with none of the drawbacks.

* * *

In the morning The News, with the entire field to itself, thoroughly covers the more substantial patronage of Dallas and its large retail territory.

In the evening, The Journal's circulation beats, as it sweeps, in the city. Dallas and its immediate suburbs get 93% of it.

Two independent local circulation organizations handle the two papers. Their paths cross but they never converge. Jour-

nal lists are not available to News canvassers, and vice versa.

The two papers even have different methods of distribution, The News using its own carriers and The Journal employing independent carriers.

Their tones, make-ups and appeals are strikingly different. The Journal is light, breezy, intensely a city paper. The News is, of course, the paper of high prestige and profound influence among all the better-class people of the market-territory.

* * *

The optional combination rate offered to those who use The News and The Journal represents the best advertising buy in the Dallas field.

The coverage it offers will stand the most rigid test. It is all A.B.C.

Either paper by itself is a powerful result-clincher. Together they are equal to any advertising requirement.



The Dallas Morning News

THE DALLAS JOURNAL
An Optional Combination

cause I was asking the buyers, not the marketers, nor yet the surveyors.

Possibly I am a trifle unkind. I enjoyed advantages from which the average advertising man is barred. Not being eligible for luncheons, he has to depend upon conferences and statistics. . . . or upon the consensus of opinion "among the girls at the office." These are often the court of ultimate authority upon womenkind, especially in the smaller agencies which have not gone into intensive research and merchandising. They typify to the average advertiser that beautiful sentiment known as woman-reader appeal. They are asked what they think of electric appliances, face powders, automobile accessories, perfumes, stove polish, cigarettes, milk bottle-tops, magazines, refrigerators, cheese.

Their reply is as it should be—interested and loyal. Nine times out of ten it is honest. Ten times out of nine it is born of no more experience with the actual day-in and day-out routine of a household than is paralleled by the office boy in his observation of the agency campaigns.

Exceptions occur. There are a few agencies where women are executives and some of these women are housewives. They have direct, first-hand knowledge of home necessities and home luxuries. They know the reaction of the cultured woman to certain crude merchandising methods and her response to others.

The "average advertiser," however, shuts the door and prefers to muddle through problems in his masculine office by grace of his own lay figure of the "average woman" and his own observation of the "buying habits of the housewife." His salvation is far distant. He needs personal contact with a market basket of his own and he should pray daily for that sweet humility which may eventually lead him to seek out a real housewife and introduce her as advisor-in-chief for all conferences concerning her kind.

Winning the Market

[CONTINUED FROM PAGE 27]

style or other desired qualities. The primary cause of her purchase is in the dress itself, the secondary spur to immediate purchase is, of course, the price.

This argument does not assume to discount the value of a bargain price in its logical use; neither does it infer that a cut-price does not bring crowds to a sale. But it does point to the incontestable fact that the merits of the goods, and the benefits of possessing that particular goods must forever stand first in creating desire for goods. While the cut price may be a powerful spur, it is not the sole source of sales energy, as so many seem to believe. If we use the same elements of selling force in exploiting the merits

A New Article to Manufacture?

We have many years of experience studying possible new articles to manufacture. We analyze especially the fast-growing articles with a future.

Why not engage us to do this for you? Seventeen years of practical business research behind us.

THE BUSINESS BOURSE
15 West 37th St. New York City

Tel.: Wisconsin 5067

In London, represented by Business Research Services, Ltd., 11ddlestch House, Caxton Street, London, W. C.

To Reach

Lumber Manufacturers, Woodworking Plants and Building Material Dealers use the

American Lumberman

A. B. C. Est. 1873 CHICAGO, ILL.



The Only Denne in Canadian Advertising

We give "on the spot" Counsel and Service in your Canadian Advertising, based on years of practical experience in this field. Ask our advice on methods and media.

A-J DENNE & Company Ltd.
Reford Bldg. TORONTO.

and utilities of the goods as are necessary to the exploiting of the cut price, we will secure a large part of consumer response. This means liberal advertising space and enthusiastic statement; both of which carry the impressive inference that the advertiser thinks he is offering highly desirable merchandise that the reader should want to possess.

THE product that goes into a community to win a market from an established commodity has a real job on its hands. The first thought seems to be that the dealer must be quoted a lower price than is paid by him for the competing article. This is to tempt him by what seems to be a longer profit; but it usually works out that he sells the goods for a lower price or he doesn't sell it at all—as people prefer the known article. Then, if he establishes the lower price, he degrades the reputation of the goods and will always demand the lower price and expect to sell, as his customers will always expect to buy, the goods at a lower rate than that for which the competing products are being sold to the public.

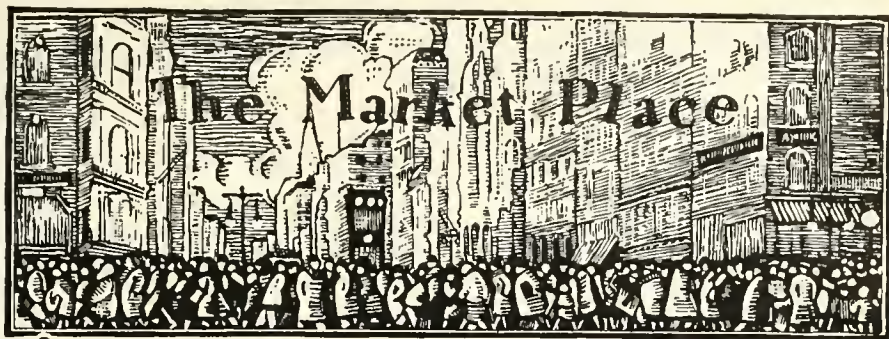
But, if the product goes into the community backed by an aggressive campaign exploiting the excellence of the goods, and people are told to go to that particular store for the goods exploited, the dealer will be glad to get those extra sales and to buy more when he is sold out. Then other dealers will be eager to buy and secure the sales that come to them by the general publicity and indicate a possibly steady demand.

Thus the aggressive advertising of the goods for their own qualities gives them an established reputation for excellence, or even assumed superiority, in that community. The manufacturer and dealer secure full prices and enjoy a high reputation instead of a degraded one.

Many commodity fields are left wide open for the newcomer because many commodities are rarely or never advertised to the public in a humanly interesting manner. Thus a new commodity might easily build a quick and sure reputation of superiority over its competitors in a totally honest manner simply by exploiting its definite and undisputed merits. It is not necessary to claim superiority; that impression will naturally grow in the minds of people simply because the true story is told in an earnest and enthusiastic manner.

Many products are now being exploited as "the standard for two generations," and other equally futile statements are made that arouse no public interest.

People like to be told interesting details about commodities, their uses and merits; and the constant reiteration of the desired advantages builds up public confidence and creates the reputation of superiority over goods about which the makers are silent or unduly restrained.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Multigraphing

Quality and Quantity Multigraphing,
Addressing, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City.
Telephone Wis. 5483

Position Wanted

DIRECT SELLING SPECIALIST. 15 years' sales and advertising experience qualifies me to establish a paying sales-by-mail department. Now with prominent advertising agency. Box No. 396, Advertising and Selling, 9 East 38th St., New York City.

ADVERTISING MAN, the sort who gets right in and under your proposition and then produces individualistic advertising that is absolutely different; this man has two progressive clients, and is now ready for the third; correspondence confidential. Box No. 397, Advertising and Selling, 9 East 38th St., New York City.

SALES AND ADVERTISING EXECUTIVE Able and experienced in applying principles and meeting problems in market analysis, promotion, advertising and sales production. Successful organizer and coach. Staples, specialties, service, agency or manufacturer. Box No. 398, Advertising and Selling, 9 East 38th St., New York City.

SECRETARY TO ADVERTISING EXECUTIVE

Eight years' experience, including four years as secretary to advertising agency officer; neat, accurate stenographer and typist; competent to handle all advertising records and other details; thoroughly familiar with bookkeeping, ordering, billing, checking and other advertising operation. Education: complete High School and Columbia University advertising course; age 25; salary \$40. Box No. 393, Advertising and Selling, 9 East 38th St., New York City.

GENERAL SALES MANAGER

Last six years with company marketing a nationally known food product. Particularly interested in an opening in food products line. Prefer headquarters in vicinity of New York or San Francisco. Desirous of making stock investment in company with which I become associated. Box No. 395, Advertising and Selling, 9 East 38th St., New York City.

Young married man age 22, wants position with publisher; been with present publisher 5 years. Knows the business. Will go anywhere. A. E. Homer, 1626 Maypole Ave., Chicago, Ill.

Help Wanted

BANK SALESMEN

Wanted in a few open territories. Excellent commissions to good men and a real opportunity to earn big money. Can be handled as a side line or alone. Commissions justify the right men. Apply by letter, furnishing at least two references and giving particulars of ability and experience. DIETZ PRESS, RICHMOND, VIRGINIA.

If Henry Ford had said to you 25 years ago, "I'll give you a ground floor interest to write my financial advertising matter, sales plans, etc.," and you had taken a chance:— Today a recent invention presents as big an opportunity to a man of vision—if you possess both snappy and dignified styles and a broad knowledge of industry. Write Box 392, Advertising and Selling, 9 East 38th St., New York City.

SALESMEN WANTED

We desire to add to our New York selling force two experienced salesmen who are capable of selling high class lithographed cloth and paper display, cloth charts, posters, hangers, and outdoor signs. We have a modernly equipped plant with photo lith process, automatic offset presses and splendid Sketch Department. We can give the right men unusual support and co-operation in the way of sketches, dummies, samples and finest reproductions. Replies will be treated strictly confidential.

Sweeney Lithograph Co., Inc.
Belleville, N. J.
Belleville 1700

Miscellaneous

STOCK ELECTROTYPES

Send Fifty Cents for 15th edition of the SPATULA CUT CATALOG and you will get your money's worth of entertaining pictures even if you never buy an electrotype of any one of the nearly 1500 advertising cuts illustrated. Mostly old style cuts. No big heads with little bodies. Spatula Publishing Co., 10 Alden St., Boston, 14, Mass.

BINDERS

Use a binder to preserve your file of Advertising and Selling copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding one volume (13 issues) \$1.85 including postage. Send your check to Advertising and Selling, 9 East 38th St., New York City.

BOUND VOLUMES


A bound volume of Advertising and Selling makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is \$5.00 per volume. Send your check to Advertising and Selling, 9 East 38th St., New York City.

Sweater News
and
Knitted Outerwear
May, 1926

The Underwear & Hosiery Review
Vol. 8, No. 2
May, 1926

Tie-up
Your Consumer Campaign
with Trade Publicity

for Sample Copies address:
KNIT GOODS PUBLISHING CORP.
93 Worth Street New York City

Advertising  Typographers

Good typography invites reading. It offers no distraction to the message. It makes no attempt to display unusual type faces and curious characters. It endeavors to tell the advertiser's story simply and well—without interruption. Pittsford typography is good typography.

Ben C. Pittsford Company
431 So. Dearborn St., Chicago
Phone Harrison 7131

Bakers Weekly A.B.C. - A.B.P.
New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays
THE JOHN IGLSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

MOVING


Be sure to send both your old and your new address one week before date of issue with which the change is to take effect.

Wanted: Tourists

[CONTINUED FROM PAGE 22]

ternal distances of the American continent, does not understand that the American is not at all fatigued when he arrives in the "bright little, tight little island." For an Englishman a trip to Paris or Rome is quite a long journey, and he does not realize why it should not similarly affect the visiting American and tend to keep him in England all the time—never realizing that it is no more of an effort to the New Yorker to run over to Paris than to run up state to Buffalo or Syracuse. Nor does the average Englishman, I think, appreciate the eagerness of the average American for new sensations, that leads the latter to visit, with no very long or deep deliberation, countries that to the former would be the consummation of much anticipation.

BUT the most potent motive is due to sociological changes. Suppose you, Mr. Manufacturer, noticed a certain market that you had always monopolized was slowly slipping from your grasp, notwithstanding that your product was as good and as necessary as ever; but neglected to inform yourself, by field observation, that that particular region was now inhabited by an altogether different social class? This is precisely what has happened to the American tourist trade. Many races have fused on this continent during the last thirty or forty years, and the British race has not been the most predominant one. The sentimental attachment of the older American stock to the land of Shakespeare, Milton and William Penn is not felt by the descendants of Italy, Germany, Palestine or other nations that have contributed immigrants. Stratford-on-Avon, Abbotsford, or Stonehenge make no especial magic in their ears; and when they start for abroad, their minds are unprejudiced in favor of one sight over another, or one country over another. They want the most for the money.

And with that analogy in mind, does Britain advertise for tourists? The Prince of Wales, speaking at a London banquet after his return from South Africa and South America, said one very pregnant thing that ought, with local changes, to be blazoned on every producer's wall. He said, speaking of the "Buy British Goods" campaign, that it was not enough to buy British goods; the most important thing was to sell British goods. I amused myself the other night checking up some typical instances which will perhaps explain why Britain is losing American tourists.

In *The New York Tribune* "Tourist Guide to Europe" of April 4, I found, after excluding steamship and travel agency advertising, the following for-

eign resorts, hotels and shops advertised:

German	3780 lines
French	2200 "
Italian	1790 "
Swiss	1370 "
British	1320 "
Scandinavian	1050 "

Or take another example, the *Boston Transcript*, regarded by transportation advertisers as something of a "thank-whichever." Its issue of April 17 contained 76½ inches of advertising by steamship lines serving Europe and by European resorts. Of these, the destinations or routes advertised were:

Britain exclusively	8½ inches
Other countries exclusively	25 "
Neutral or assorted	43 "

The Quality Group magazines, again, are highly regarded as mediums for travel advertising. In the *Atlantic Monthly* for April the destinations or routes advertised were:

Britain exclusively	7 inches
Other countries exclusively	23½ "
Neutral or assorted	61 "

The word "assorted" used above of European destinations reveals the additional cumulative force lent to non-British efforts by the greater concentration of the Continental steamship companies. The French, German, Holland, Italian, Spanish and Scandinavian steamship lines run, generally speaking, between the United States and one other country, which invariably is the country of their home office. They therefore advertise it heavily, for it is their principal motive. The *Compagnie General Transatlantique* (French Line) features in its advertising copy, for example, the atmosphere and attractions of France. About Norway, Germany, Italy, et al., it is dumb. But the British, United States and Canadian Lines, although they provide better services on the whole to Britain than to any other countries, have more than one service. They are international. They are more guarded in their praise, often to the extent of confining their advertising to the excellence of their service and omitting all descriptive reference to the destination. The Anchor Line, which serves Scotland only, is the one exception.

It is not without interest, analyzing the comparatively small volume of British resort advertising over here, to notice that the railroads carry probably the biggest load. The Savoy, the Cecil, and some other London hotels are fairly constant friends; but the most consistent British advertiser here is very likely the L. M. S. (London, Midland & Scottish Railway). Clever atmosphere advertising it is too; but the resorts along its system do not seem to reinforce its efforts. Perhaps

the high cost of advertising over here scares them off.

One now commonplace method could meet that condition, and help to remedy their loss of American patronage. It is cooperative advertising. Many Continental resorts have discovered—Switzerland in particular—that by pooling space, sharing the cost of institutional advertising among a score or more hotels whose individual copy is run in classified form at the bottom, a great deal more attention value is gained than if the individual classified space were scattered throughout the paper. A very familiar example on this continent is Atlantic City.

"Public Is the Gainer"

[CONTINUED FROM PAGE 28]

more steel per unit of plant in 1925 than in any other year. It has been insatiate in its call for capital, for plant rebuilding never stops, since more and more steel must be made with fewer laborers, and construction costs are three times those on which Gary was built. Yet, while the operating side has spent prodigally to save 50 cents a ton, the selling side has yielded up \$2 a ton without a qualm.

The steel business needs one good year. Such a year would do much also for some consumers of steel whose record for volume has been much better of late than their record for profit.

That is a significant statement—"The Steel business needs one good year." Now, my contention is that if the steel business needs such a year, in all honesty and fairness the public needs to have the steel business enjoy one good year—a year of fair and legitimate profit.

In other words, as is hinted in the rest of the paragraph, the public needs to buy steel at a little higher price than it brought in 1925 in order to benefit itself generally, all business connected with it and, of course, the general prosperity of the steel business in particular. And I cannot close this comment on the fountain pen situation more to the point, perhaps, than to apply this statement of the editor of *The Iron Age* to the general public. The public always, for its own protection, needs to pay such a fair profit to the manufacturer of standard articles as will prevent reckless price cutting and a lowering of standards of manufacture, as well as of profitable distribution and of honest merchandising.

In general, in the fountain pen trade, the steel business and all worthy manufactures, the public is not the gainer in such price cutting as is referred to in that leaflet called "Helpful Hints to Pen Salesmen."

But in the case of steel I am convinced that an adequate advertising campaign in which the greatness and dignity of the steel business were emphasized would greatly help the industry and prevent its salesmen from falling into the temptation of price cutting.

A commanding lead in architect and engineer subscribers. These are the latest figures!

The Architectural Record 6,635

The second journal 5,147

The third journal 4,660

The fourth journal 4,513

The fifth journal 4,186

Ask us for the latest statistics on building activity—and for data on the circulation and service of The Architectural Record.

(Net Paid 6 months ending December, 1925—11,537)

The ARCHITECTURAL RECORD

119 West Fortieth Street, New York, N. Y.

Member A. B. C.

Member A. B. P., Inc.

How to approach him

"The longest way round is the shortest way home" may be a true and fitting axiom for young and giddy lovers, but the shortest way to strike home in the Oil Industry is brevity—in two words—"Oil Trade."

Your only purpose in buying advertising space is to get results as quickly as possible and with the least cost and effort. Isn't it logical then to go to the heart of the matter on a straight road without any detours. If the executives make the decisions and determine the buying, why not go directly to them through Oil Trade, which has selective circulation to the key men of the Industry.

A booklet, "More Business from the Oil Industry" will be cheerfully sent to those interested in increasing sales to the oil industry.

The Oil Trade

Publishers Fuel Oil

350 Madison Avenue, New York
CHICAGO TULSA LOS ANGELES

Direct! Selling!

Are you thinking seriously about applying the powerful "house-to-house" method of marketing to your own business?

Don't guess or experiment blindly. Get definite figures on costs, selling plans, sales per agent, display methods, and prospective profits from The Marx-Flarsheim Co., the leading advertising agency specializing in house-to-house selling.

Our clients include many successful direct-selling firms, to whom we will gladly refer anyone interested.

Inquiries from responsible manufacturers are invited. If possible, the letter should detail all essential preliminary facts and plans, so that our reply can be complete and relative to your own business. No obligation, of course.

The MARX-FLARSHEIM Co.

Advertising
Rockaway Building
CINCINNATI

**STRAIGHT-LINE
MARKETING**
From Maker to User

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Commenting on the News Digest

A Few of the Sixty-Odd Compliments We Have Received

Let me compliment you on the new department. It is altogether admirable and will be prized by many people in the business.

JOSEPH A. RICHARDS, *President*
Joseph Richards Company
New York City

A distinct addition to the publication and a mighty valuable and concise summary of changes in the advertising field.

H. J. JAMISON, *Manager*
American Sheet & Tin Plate Co.
Pittsburgh, Pa.

Congratulations on the new section "News Digest." It certainly tends to make me more sold than ever on your publication.

LEE H. BRISTOL, *Adv. Manager*
Bristol-Meyers Co.
New York City

My hearty approval. In this age when time is held at a higher premium than ever before, a thing of this kind is decidedly valuable.

ROBERT B. JOHNSTON, *Adv. Manager*
Needlecraft Magazine
New York City

I have looked this over with a good deal of interest and am so impressed with its advantages that I believe *The American Architect* will adopt some modification of the plan to handle its personal notices and other more or less routine news. Is this not the highest praise I could give the plan?

E. J. ROSENCRANS, *President*
The American Architect
New York City

It looks to me as if this would be one of the most valuable departments that could be devised.

JAMES O. SHAUGHNESSY
American Association of Advertising Agencies
New York City

You are to be congratulated on taking this progressive step.

A. H. OGLE, *Advertising Manager*
The Wahl Company
Chicago, Ill.

You have hit upon a real idea in the News Digest. ADVERTISING AND SELLING is really doing things. The progressive spirit of your organization is certainly manifested.

WALTER BOTTHOF, *President*
Standard Rate and Data Service
Chicago, Ill.

Accept my congratulations on your News Digest.

R. W. DENMAN, *Advertising Manager*
United States Hoffman Machinery Corp.
New York City

That idea of merely listing the name of the individual and agencies making changes is very much to our liking. While one wants to keep in touch with the changes in the profession, yet it gets to be a little bit monotonous to read an entire news paragraph to get it.

O. A. BROCK, *Advertising Manager*
Keystone Steel & Wire Company
Peoria, Ill.

Combing Ten Fields to Pick Readers for One Radio Magazine

IN an office in New York are 22 workers. Scattered over the country, constantly traveling, are 70 more.

These 92 men and women who make up the List and Circulation Departments of "Radio Retailing" are doing a unique job for the radio industry. They are combing ten major trades and many minor ones to find the actual radio retailers and wholesalers of the country.

NAMES are gathered in New York by this staff from local newspapers from all parts of the country from Chambers of Commerce, Rotary Clubs, trade organizations telephone directories, mailing lists and many other sources. Then letters are sent to each store to find out whether or not radio is being sold, what stock is being carried, who in the store is responsible for radio purchases, etc.

Supplementing this office labor, the 70 field men constantly cover the retail trade in each of the 48 states. These men call on every store that might be selling radio, every wholesaler and every manufacturer and turn in to the New York office a complete report on each.

AS a result of this work, which costs thousands of dollars a month, Radio Retailing has verified completely authentic information on who is and who is not selling radio. Radio Retailing has made it possible for manufacturers to reach all worthwhile radio retailers and wholesalers of radio at the lowest possible cost and with a minimum of waste. There is no other magazine or combination of magazines that can offer this to the manufacturer.

IF you have a radio marketing problem, we invite your consultation.

Radio Retailing

The Business Magazine of the Radio Industry

—a McGraw-Hill Publication

473 Tenth Avenue, New York City

P. S.

In addition to the largest total circulation (coverage) Radio Retailing also has 17,050 subscribers, the largest *paid* circulation (reader interest) of any radio trade publication. Its application for membership in the Audit Bureau of Circulations has been accepted.

SYSTEM
The MAGAZINE of BUSINESS
FOUNDED 1900

Edited by
A. W. SHAW

June 1926

Who puts up the money for installment selling?
Arthur W. Newton
The American Bank of Commerce

The way to meet today's sharper competition
Charles W. Patterson, President
C. Arthur, Nichols and Company

Was there ever another Vacation like this?—An Outline
with Thomas A. Edison,
H. S. Firestone, Henry Ford, and E. N. Hurley
by John Burroughs

THE BUSINESS WEATHER MAP
This map is based on a monthly analysis of "How's Business?" from principal executives in all sections of the country. The map concerns in all sections of the country, signaling weather conditions, signals, and the legend at the upper right-hand side of the map. The conditions either for specific localities or for the entire country are explained in the numbers to the right of the map. "Normal" is used in the legend to the right of the map. The condition indicated is generally prevalent by the majority of "votes" and summarized in the large flag at the top of the column to the left—see also page 861.

THE FLAGS
(For explanation of "normal" see page 861 and lower left-hand corner below map.)


See correspondingly numbered view-point below

THE DISTRICTS

- I Area of heaviest total industrial concentration.
- II Hay, pasture, timber belt region.
- III Corn and corn-winter-wheat belts.
- IV Spring wheat area.
- V Cotton belt.
- VI Subtropical coastal area.
- VII Great plains region.
- VIII Semi-arid, desert, and interior plateau regions.
- IX Rocky Mountain region.
- X Pacific coastal area.

How's Business?

20,000 Business Leaders Place the Flags That Tell You



Each month SYSTEM, THE MAGAZINE OF BUSINESS, analyzes its circulation in typical business centers. Three such analyses have thus far been presented. If you missed them, your request will bring copies by return mail.

HERE are the facts on the country's business as you would prefer to obtain them yourself—by actually writing to or talking with the leading business men in every center of activity.

20,000 of this country's first citizens in the line of business accomplishment are making this unique Business Weather Map possible. 5000 send in their reports monthly, each man "voting" on "How's Business?" four times a year.

You are welcome to share the benefits of their cooperation, for their objective in taking the time to "vote" is betterment of ALL BUSINESS.

These 20,000 business leaders are reading SYSTEM, THE MAGAZINE OF BUSINESS, as well as helping make its pages more helpful to themselves and their associates. Advertisers wishing to reach them and 210,000 others as influential in purchasing power will find SYSTEM'S advertising pages vital to their schedules.

Now on the
Newsstands

SYSTEM
The MAGAZINE of BUSINESS

The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference. The Editor will be glad to receive items of news for inclusion in this department. Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL

Name	Former Company and Position	Now Associated With	Position
Grover A. Whalen	John Wanamaker, New York, <i>Director</i>	Same Company	<i>Gen'l Mgr.</i>
William E. Cain	A. W. Shaw Co., New York	"Manufacturing Industries," N. Y.	<i>Western Adv. Rep.</i>
Nat C. Wildman	Wildman Adv. Agency, New York, <i>Pres.</i>	James H. Rothschild & Associates, Inc., New York	<i>Vice-Pres. & Gen'l Mgr.</i>
Reed L. Parker	Whiting & Co., Chicago	The George L. Dyer Co., Inc., Chicago and New York offices	<i>Western Mgr.</i>
Charles Henderson	S. S. White Dental Mfg. Co., Philadelphia, <i>Vice-Pres.</i>	Same Company	<i>Pres. & Director</i>
Bates Compton	H. K. McCann Co., New York, <i>Medium Dept.</i>	Same Company	<i>Space Buyer</i>
George L. Sullivan	Mason-Sullivan Co., Inc., New York, <i>Pres.</i>	George L. Sullivan, Inc., New York	<i>Pres.</i>
John L. Carey	United Motor Prod. Co., Grand Rapids, Mich., <i>Sales Mgr.</i>	Duplex Truck Co., Lansing, Mich.	<i>Sales Mgr.</i>
W. M. Treadwell	M. P. Gould Co., New York	Bruce Publishing Co., St. Paul, Minn.	<i>Adv. Director</i>
Frank C. Ruthven	Acme Steel Co., Chicago, <i>Adv. Mgr.</i>	Marquette Lithograph Co., Chicago	<i>Sales Staff</i>
J. L. Tait	Fisher-Brown Adv. Agency, St. Louis, <i>Acc't Executive</i>	Columbus Publishing Co., Columbus, Miss.	<i>Pres.</i>
M. N. Larson	Emerson-Brantingham Implement Co., Minneapolis	Johnson Sieve & Mfg. Co., Minneapolis	<i>Sales Mgr.</i>
H. B. Rauzer	E. H. Erickson Artificial Limb Co., Minneapolis	Richardson Grain Separator Co., Minneapolis	<i>Sales Mgr.</i>
F. T. Bedford	Penick & Ford Sales Co., New York, <i>1st Vice-Pres.</i>	Same Company	<i>Pres.</i>
W. S. Penick	Penick & Ford Sales Co., New York, <i>Pres.</i>	Same Company	<i>Chairman, Board of Electors</i>
G. Prather Knapp	Bankers Service Corp., New York, <i>1st Vice-Pres.</i>	Rand McNally Banking Publications, Chicago and New York	<i>Editorial and Business Dir.</i>
W. D. Thackeray	The Fred M. Randall Co., Detroit, <i>Production Mgr.</i>	Same Company	<i>Mgr., Art & Creative Dept.</i>
C. H. Burlingame	Foulds Co., Libertyville, Ill., <i>Sales Mgr.</i>	Skinner Mfg. Co., Omaha, Nebr.	<i>Mgr. Chicago Office</i>
J. William Davidson	"Peoples Home Journal," New York, <i>Adv. Dept.</i>	"New York World"	<i>Nat'l Adv. Dept.</i>
Hudson C. Burr	Cellokay Mfg. Co., New York, <i>Mgr.</i>	"The Christian Science Monitor," New York	<i>Adv. Representative</i>
Henry J. Meyn	Arthur A. Anderson Co., Milwaukee	Klau-Van Pietersom-Dunlap-Young-green, Inc., Milwaukee	<i>Director Research and Market Analysis</i>
Frank E. Ransier	Wolverine Engraving Co., Detroit	The Fred M. Randall Co., Detroit	<i>Production Mgr.</i>
R. D. Hughes	Chrysler Sales Corp., Detroit, <i>Publication Editor</i>	The Fred M. Randall Co., Detroit	<i>Copy Staff</i>
Edward V. Peters	The New Jersey Zinc Co., New York, <i>Gen'l. Sales Mgr.</i>	Resigned	<i>Effective July 1</i>
A. P. Cobb	The New Jersey Zinc Co., New York, <i>Vice-Pres.</i>	Same Company	<i>Vice-Pres. and Gen'l. Sales Mgr.</i>
Lynn A. Gratiot	Yost-Gratiot & Co., St. Louis, <i>Vice-Pres.</i>	John Ring Jr. Adv. Co., St. Louis	<i>Vice-Pres.</i>
Julie Enjelo	Federal Adv. Agency, New York	Hicks Adv. Agency, New York	<i>Acc't. Executive</i>
Raymond W. Grayson	University of Pennsylvania	Hicks Adv. Agency, New York	<i>Production Dept.</i>
Miriam Frazee	Paris, France	Hicks Adv. Agency, New York	<i>Fashion Artist</i>
Alfred M. Lowe	Paris, France	Hicks Adv. Agency, New York	<i>Artist</i>
E. M. Fuller	"Monitor-Index," Moberly, Mo., <i>Adv. Mgr.</i>	"News," Minot, N. D.	<i>Adv. Mgr.</i>
Frank Hurley	"The Mentor," Chicago	Same Company, New York	<i>Adv. Mgr.</i>
Robert Harkness	"The Mentor," New York, <i>Adv. Mgr.</i>	"Woman's Home Companion," Chicago	<i>Western Sales Staff</i>
Charles Barr Field	The United States Shoe Co., Cincinnati, <i>Sales and Adv. Mgr., Red Cross Division.</i>	Ground Gripper Shoe Co., Boston	<i>Gen'l. Sales Mgr.</i>
Lee Fleming	Flyer Garment Co., Ft. Smith, Ark., <i>Vice-Pres.</i>	Carhartt Overall Co., Detroit	<i>Sales and Adv. Director</i>
B. T. McCanna	"Chicago Tribune," <i>Manager Radio Dept.</i>	Same Company	<i>Mgr. Business Survey Dept.</i>
Walter Schulze	"Evening Bulletin," Philadelphia	W. F. Dougherty & Sons, Inc., Philadelphia	<i>Adv. Mgr.</i>
E. V. Wooster	The Orange-Crush Co., Chicago, <i>Adv. Mgr.</i>	The Dayton Orange-Crush Fruit Beverage Co., Dayton	<i>Pres. and Gen'l Mgr.</i>
Frank O. H. Williams	William A. James, Inc., New York	"Theatre Arts Monthly," and "Famous Story Magazine," New York	<i>Adv. Mgr.</i>
Howard M. Keefe	"Woman's Home Companion," <i>Western Staff</i>	"The American Magazine," Chicago	<i>Western Mgr.</i>
W. Hubbard Keenan	"Woman's Home Companion," <i>Western Staff</i>	Crowell Pub. Co., San Francisco	<i>Pacific Coast Mgr.</i>
R. Gifford Gillaspay	Barnes-Wood Clothing Co., Colorado Springs, Colo., <i>Adv. Mgr.</i>	Hathaway Adv. Service, Colorado Springs, Colo.	<i>Promotion & Sales Dept.</i>

SMART SET ANNOUNCES—

William C. Lengel becomes editor of SMART SET effective with the September issue.

Mr. Lengel brings to his new work his very keen powers of observation of contemporary American life; and a splendid record of editorial work with various units of the Hearst organization. Certainly that's ideal equipment for the editorship of a magazine of realistic, true-to-life fiction.

SMART SET'S half-million and more readers will continue to find it publishing the best obtainable first-person stories and articles.



WILLIAM C. LENGEL

Newspaper work in Kansas City, the practice of law as a member of the Missouri Bar, a turn at the movies, and the editing of a trade magazine were some of the steps which led Mr. Lengel to the managing editor's chair of Hearst's International. Following the consolidation of this magazine with Cosmopolitan he became directly associated with Ray Long, editor-in-chief of all the Hearst magazines. This work took him abroad as editorial representative of the magazines, and the Cosmopolitan Book Corporation. He comes to Smart Set directly from a most successful eighteen months' trip in that capacity.

SMART SET is published by the Magnus Magazine Corporation at 119 West 40th Street, New York. Its rates of \$2.00 a line, \$850.00 a page, are still based on a guarantee of only 400,000 A.B.C. circulation, although current issues are approximating a half-million in net sales. R. E. Berlin, Business Manager.

Advertising
& Selling

The NEWS DIGEST

Issue of
June 16, 1926

CHANGES IN PERSONNEL (Continued)

Name	Former Company and Position	Now Associate With	Position
Allen E. Gunnell.....	"Gazette," Colorado Springs, Colo. Adv. Dept.	Hathaway Adv. Service, Colorado Springs, Colo.	Service & Sales Dept.
Verne Priddy.....	N. W. Ayer & Son, New York	Paul Block, Inc., New York	Adv. Rep.
H. Winthrop Taylor...	Condé Nast Publications.....	Paul Block, Inc., Boston.....	Adv. Rep.
Fred H. Salsman.....	Hearst Publications, Nat'l Adv. Dept.....	Paul Block, Inc., Chicago.....	Adv. Rep.
John H. Pongher.....	Robert E. Ward, Chicago.....	Paul Block, Inc., Chicago.....	Adv. Rep.
Paul V. Hanson.....	Paul Block, Inc., Boston..... Associate Manager	Paul Block, Inc., New York.....	Adv. Rep.
Stephen Bourne.....	Brandes Products Corp., New York.....	Paul Block, Inc., New York.....	Adv. Rep.
Col. A. W. O'Mohany...	Tao Tea Co., New York, Pres.....	Patterson-Andress Co., New York...	Sales Dept.
N. R. Swartwout.....	Bakers' Helper Co., Chicago..... Adv. Art Director	Orange Crush Co., Chicago.....	Adv. Mgr.
W. K. Porzer.....	The Wildman Adv. Agcy., New York..... Vice-Pres.	Same Company.....	Pres. & Treas.
Albert Power.....	Mutschler Bros. Co., Nappanee, Ind..... Director, Sales & Adv.	W. F. Whitney Co., So. Ashburn..... ham, Mass.	Dir. of Sales, with hdqtrs. at Chicago, July 1.
Dave E. Bloch.....	Peck Adv. Agcy., New York.....	Alfred Wallerstein, Inc., New York...	Pres. & Sec'y

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
The Union & New Haven Trust Co.	New Haven, Conn.....	Banking	Edwin Bird Wilson, Inc., New York
The Anderson Box Co.....	Indianapolis, Ind.....	Chicken Pullmans	Frank B. White Co., Chicago
The General Ice Cream Corp.....	Schenectady, N. Y.....	"Fro-joy" Ice Cream.....	Tracy-Parry Co., New York
Charles M. Higgins & Co.....	Brooklyn, N. Y.....	Inks & Adhesives.....	N. W. Ayer & Son, New York
F. P. Lewis Cigar Co.....	Peoria, Ill.....	Cigars	Mace Adv. Agcy., Peoria, Ill.
The Warren Bros. Co.....	Boston, Mass.....	Asphalt	Doremus & Co., Boston
Symphonic Sales Corp.....	New York.....	Phono. Reproducers.....	Henry Decker, Ltd., New York
United States Bond & Mortgage Co.	New York	Bonds & Mortgages	M. P. Gould Co., New York
Hunter Fan & Motor Co.	Fulton, N. Y.	Electric Fans	M. P. Gould Co., New York (New York Division)
Julius Schmid, Inc.	New York	Rubber Goods	New York Adv. Agcy., New York
Mystic Cream Co.	Middletown, N. Y.	Medicines & Remedies	New York Adv. Agcy., New York
Franklin Jewelry Co.	New York	Mail Order	New York Adv. Agcy., New York
Cora M. Davis	New York	Cosmetics	New York Adv. Agcy., New York
Henry S. Wampole Co.	Baltimore, Md.	Mfg. Chemists	New York Adv. Agcy., New York
Charles W. Wolf	New York	Luggage	Hicks Adv. Agcy., New York
Style Dress Co.	New York	Dresses	Hicks Adv. Agcy., New York
International Millinery Co.	New York	Women's Hats	Hicks Adv. Agcy., New York
IceOmatic Refrigeration Co.	Windsor, Canada	Refrigerators	The Brotherton Co., Detroit
Keystone Varnish Co.	Brooklyn, N. Y.	Varnishes and Enamels.....	Grant & Wadsworth, Inc., New York
Pathe Phonograph & Radio Corp.	Brooklyn, N. Y.	Radio Equipment and Phonographs	Grant & Wadsworth, Inc., New York
United States Asbestos Co.	Manheim, Pa.	Asbestos Products	McLain-Simpers Organization, Philadelphia
Moore Drop Forging Co.	Springfield, Mass.	Forgings and Wrenches.....	J. D. Bates Adv. Agcy., Springfield, Mass.
The Capitol Silk Corp.....	New York.....	Radium Silk.....	The Wildman Adv. Agcy., New York
W. L. Douglas Shoe Co.....	Brockton, Mass.....	Shoes	P. F. O'Keefe Adv. Agcy., Inc., Boston
Runkel Bros., Inc.....	New York.....	"Runkomalt"	L. S. Goldsmith Co., New York
Cracker Jack Co.....	Chicago.....	"Cracker Jack"	Olson & Enzinger, Inc., Chicago
L. Sonneborn Sons, Inc.....	New York.....	Motor Lubricants.....	Farnsworth & Brown, Inc., New York
The Billings & Spencer Co.....	Hartford, Conn.....	Drop Forged Tools.....	Norris L. Bull, Hartford, Conn.
The Calculagraph Co.....	New York.....	Time Recorders.....	Farnsworth & Brown, Inc., New York

NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issuance	Page	Type	Size
"Toywares"	Toywares Pub. Co.....	149 Fifth Ave., New York.....	June Monthly	...41/4x71/4		

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

George L. Sullivan, Inc.....	285 Madison Ave., New York.....	Advertising Agency ...	G. L. Sullivan, Pres. & Treas. Cary F. Denny, Vice-Pres. E. T. Rowlands, Sec'y
James H. Rothschild & Associates, Inc.....	33 Fifth Ave., New York...	Advertising Agency....	James H. Rothschild, Pres. Nat C. Wildman, Vice-Pres. & Gen'l Mgr.

THE New Journalism!



NEWSPAPERS furnish most of the information which our brains digest to provide the life-blood of public opinion.

You select food for yourself and family with considerable care. Wisdom dictates that you select your food for thought with equal care.

In twenty-four cities spread from coast to coast, more than a million and a half families are doing this through the pages of Scripps-Howard newspapers.

These newspapers offer a

daily mental diet so sanely balanced as to stimulate development of that citizenship which is the nation's greatest asset and future hope.

Liberal on every economic question, fearlessly independent on every political issue, tolerant in the broadest sense of the word on every social problem, Scripps-Howard newspapers have created a new journalism more truly American than anything that has preceded it.

Because, for nearly half a



SCRIPPS-HOWARD

century, they have remained free from fettering political, financial and social alliances, these newspapers have been able to serve the public with a singleness of purpose that has merited and won nation-wide recognition.

A virile, brilliant, dynamic force in American journalism, sound in editorial policies, clean and alive in daily news and features, Scripps-Howard newspapers have captured the imagination and hold the confidence of their readers throughout the nation.

SCRIPPS-HOWARD NEWSPAPERS

MEMBERS AUDIT BUREAU OF CIRCULATIONS

Cleveland (Ohio) - - - -	PRESS
Baltimore (Md.) - - - -	POST
Pittsburgh (Pa.) - - - -	PRESS
San Francisco (Calif.) - - - -	NEWS
Washington (D. C.) - - - -	NEWS
Cincinnati (Ohio) - - - -	POST
Indianapolis (Ind.) - - - -	TIMES
Denver (Colo.) - - - -	EXPRESS
Toledo (Ohio) - - - -	NEWS-BEE
Columbus (Ohio) - - - -	CITIZEN

Akron (Ohio) - - - -	TIMES-PRESS
Birmingham (Ala.) - - - -	POST
Memphis (Tenn.) - - - -	PRESS
Houston (Texas) - - - -	PRESS
Youngstown (Ohio) - - - -	TELEGRAM
Ft. Worth (Texas) - - - -	PRESS
Oklahoma City (Okla.) - - - -	NEWS
Evansville (Ind.) - - - -	PRESS
Knoxville (Tenn.) - - - -	NEWS
El Paso (Texas) - - - -	POST

MEMBERS OF THE UNITED PRESS

San Diego (Calif.) - - - -	SUN
Terre Haute (Ind.) - - - -	POST
Covington (Ky) - - - -	KENTUCKY POST*
Albuquerque (N. Mex.) - - - -	STATE-TRIBUNE

*Kentucky edition of the Cincinnati Post.

ALLIED NEWSPAPERS, INC.
National Representatives
 250 Park Ave., New York, N. Y.
 Chicago Seattle Cleveland
 San Francisco Detroit Los Angeles

Advertising & Selling

The NEWS DIGEST

Issue of June 16, 1926

PUBLICATION CHANGES AND APPOINTMENTS

"Delineator" and "Designer".....Will be combined in one publication and known as "Delineator" beginning with the November issue.

"The Rosary Magazine," New York Appoints William T. Diehl, Chicago, as Western Representative

"The Hardware Journal" and "Hardware....Have merged and shall be known beginning July 1, as "The Hardware Journal," News," Philadelphia Philadelphia, Edward G. Baltz, *Publisher & Editor*

"Hardware & Housefurnishing Goods,"..... Changed to "Pocket Size" edition with a controlled circulation. Atlanta, Ga.

The Lockwood Trade Journal Co., New York..Purchased "The Office Manager" which will be merged with "American Stationer" and known as "American Stationer and Office Manager." Magazine will be published monthly instead of weekly beginning June 12, 1926.

"The American Printer," New York.....Will change from a semi-monthly to a monthly publication beginning with July issue

MISCELLANEOUS

J. X. Netter Adv. Agcy., New YorkName changed to J. X. Netter, Inc., New York

C. F. Kelly, Kelly-Smith Co., New York.....Purchased "The Herald" and "The News," Fall River, Mass. They will be represented by Kelly-Smith Co.

The Thomas M. Bowers Adv. Agcy., Chicago...Has absorbed the Osten Adv. Corp., Chicago.....Eli Daiches, *Pres. & Treas.* Otto Osten, *Vice-Pres.* B. W. Williams, *Sec'y*

Campbell-Ewald Co., Detroit.....New office Portland, Ore.....Frank L. Perkins, *Manager*

Cole-MacDonald-Wood, Inc., Detroit, Mich....Advertising agency name changed to MacDonald-Ramsdell-Wood, Inc.

"The Buffalo Courier" and "The Buffalo.....Have merged and will be known as the "The Buffalo Courier-Express" Express"

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

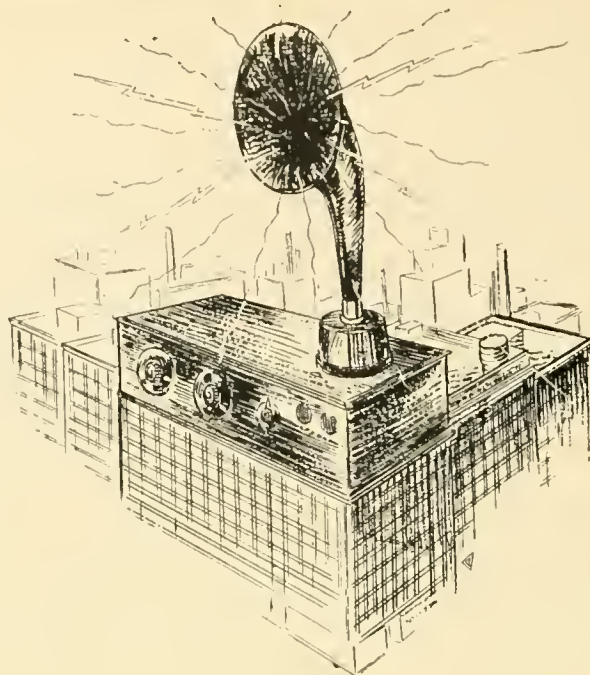
Name	Business	From	To
Save the Surface Campaign....	Ass'n of Paint and Varnish...Mfrs.	The Bourse, Philadelphia18 E. 41st Street, New York
Robert M. Harvey.....	Magazine Representative.....	17 W. 42d St., New York156 Fifth Avenue, New York
Julius Mathews Agency.....	Special Newspaper Rep.....	1110 Hartford Bldg., Chicago30 No. Dearborn St., Chicago
"Power Plant Engineering"....	Publication537 S. Dearborn St., Chicago53 W. Jackson Blvd., Chicago

CONVENTION CALENDAR

Organization	Place	Meeting	Date
Associated Adv. Clubs of the World....	Philadelphia (Univ. of Penna.)AnnualJune 19-24
National Ass'n Retail Grocers.....	Rochester, N. Y.AnnualJune 21-24
Associated Adv. Clubs (12th District) ..	San Francisco.....AnnualJuly 5-8
Financial Advertisers Ass'n.....	Detroit (Hotel Statler).....AnnualSeptember 20-23
Window Display Adv. Ass'n.....	New York (Pennsylvania Hotel)AnnualOctober 5-7
American Ass'n Adv. Agencies.....	To Be Decided at July Meeting.....AnnualOctober 13-14
Direct Mail Adv. Ass'n (Eastern).....	Detroit (New Masonic Temple).....AnnualOctober 20-22

DEATHS

Name	Position	Company	Date
Murray Springer.....	<i>Vice-President</i>Crosby-Chicago, Inc., Chicago.....June 2, 1926
Engene Atwood	<i>Advisory Director</i>Atwood Machine Co., New York.....June 3, 1926
J. Rowland Mix.....	<i>President</i>J. Rowland Mix Adv. Agcy., New York.....June 7, 1926
George Goode Finch.....	<i>Sec'y & Treas</i>American Cigar Co., New York.....June 7, 1926
Herbert Moore Cowperthwait..	<i>President</i>Cowperthwait & Sons, New York.....June 10, 1926



What Ails the Radio Industry?

In this issue, we publish the first of a series of five articles on the radio industry. In preparing these articles Mr. Haring visited every radio manufacturer of importance from Boston to Kansas City. He talked with *principals*—in all but two cases, the president of the company himself.

The result is a keen analysis of the problems facing this youthful industry and a sensible forecast of manufacturing and marketing trends. Each of the five articles indicates with exactness what methods

will fail and what will succeed in that phase of radio.

The series embraces such vital topics as the servicing problem; what can be done about radio in off-seasons; the radio dealer; trends in manufacturing; undeveloped markets. Every manufacturer connected either directly or indirectly with this industry and every advertising agent should read and preserve the series for permanent reference.

Clip the coupon below and mail it now.

ADVERTISING AND SELLING
9 East 38th Street, New York City

Canadian \$3.50
Foreign \$4.00

Enter my subscription for one year and bill me for \$3.00

Name Position

Company Address

City State

**Industrial
advertising
exclusively**

Why all this talk about Industrial Advertising Exclusively?

MILLING machines aren't sold in packages; steam shovels aren't distributed through jobbers; and mechanical stokers aren't sold through counter displays.

Industrial products must be sold differently and advertised frequently. Their merchandising must be handled by men who know just what they are doing — by specialists. Industrial products and their uses must be understood to be effectively sold. The buyers' problems, too, must be known. Differences in distribution methods must be appreciated.

That's the reason for this specialization, "Industrial Advertising Exclusively."

Our personnel has specialized for almost ten years on the advertising and merchandising of technical products sold direct to industry. In the recognition of that specialization lies intelligent contact and cooperation—resulting in better advertising and *more profitable sales.*

We prepare publication advertising, direct mail matter, booklets, circulars, catalogs—in fact, every form of advertising service—for a group of progressive industrial concerns.

If you sell to industry, send for our booklet, "the advertising engineer." It tells an interesting story of a specialized service which can stimulate your sales.

Russell T. Gray, Inc., Advertising Engineers

1500 People's Life Building, Chicago

Telephone Central 7750



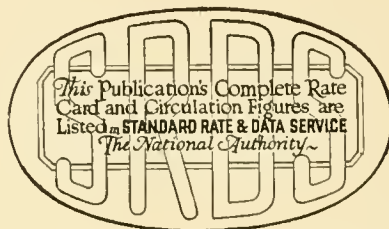
*Please do not ask for
this book if you do
not sell to Industry.*

"Indispensable, is the way we feel about STANDARD RATE AND DATA SERVICE and we sign your renewal card as cheerfully as we acknowledge an order from a client."

*J. L. Muller
McKenna-Muller
Advertising and Sales Promotion
Brooklyn, New York*

"We feel that STANDARD RATE AND DATA SERVICE is the most efficient means available for giving us details on publications."

*Martin O'Callaghan
O'Callaghan Advertising Agency
Memphis, Tennessee*



PUBLISHERS—This electro will be furnished to you free of charge. Use the symbol in your advertisements, direct-by-mail matter, letterheads, etc. It's a business producing tie-up—links your promotional efforts with your listing in STANDARD RATE & DATA SERVICE.

USE THIS COUPON

Special 30-Day Approval Order

STANDARD RATE & DATA SERVICE,
536 Lake Shore Drive,
Chicago, Illinois.

..... 192....

GENTLEMEN: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30 days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm NameStreet Address

CityState

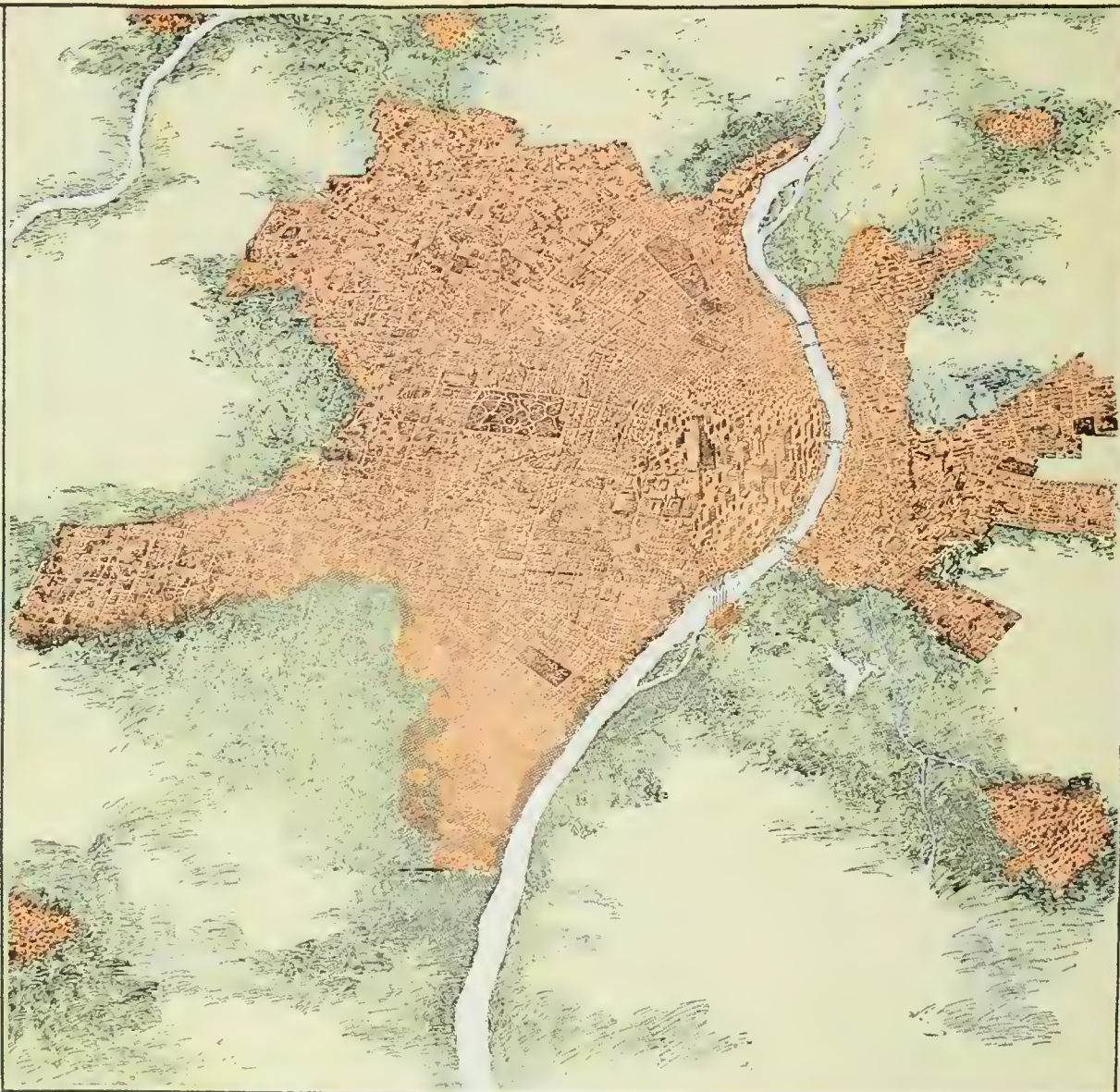
Individual Signing OrderOfficial Position



**The maker of any toilet
preparations will find
The Billionarea
A Rare Market Opportunity**

The BILLIONAREA

~ the GREATER ST. LOUIS MARKET



ST. LOUIS

POST

The BILLIONAREA is more than a market name. It is a market condition. In addition to its unusual prosperity and growth, Greater St. Louis offers

advertisers an annual purchasing power of over a BILLION dollars — one of the highest average purchasing powers per family of any city in America.

The highest ranking P+D+3

A Rare Market Opportunity!

Herbert Hoover says, that a chief cause of high selling cost is "the expenditure of time and money in advertising and sales work *without adequate market understanding.*"

In other words, *adequate market understanding will reduce sales expense!* A little reasoning will show the factors that make sales costs high in one market and low in another.

Certainly, size and accessibility of a market have much to do with selling costs. Greater St. Louis — The BILLIONAREA, for example, has an annual purchasing power of \$1,332,000,000 — or eight and one-third million dollars per square mile. Merchants' sales alone, annually, amount to more than four and one-third million dollars per square mile.

Here, then, is an easily-covered area with over a million population and a total consumption of any commodity *great enough to make it of first importance in a manufacturer's sales quota.*

The BILLIONAREA is in the midst of an extraordinary era of prosperity and growth, due to solid and fundamental conditions. This prosperity will continue and expand through many years.

The combination of volume-sales opportunity, and great responsiveness to sales and advertising effort would alone make The BILLIONAREA notable among metropolitan markets.

But, here is a third factor of no less consequence than the other two: The BILLIONAREA can be *completely* covered at a *lower* advertising cost than *any* other major market. Costly duplication of circulation is unnecessary. The St. Louis POST-DISPATCH reaches practically every family of purchasing consequence in the *entire* area — 40,000 more such families than any other St. Louis newspaper.

No greater market opportunity to secure volume consumption at low cost exists today.

Toilet Goods and Drug Store Advertising

are examples of the dominance of the St. Louis Post-Dispatch in selling all products in The BILLIONAREA — With four daily newspapers published in St. Louis, the Post-Dispatch,

in 1925, carried more national and local toilet goods and drug store advertising than all other St. Louis newspapers combined and almost twice as much as the second St. Louis newspaper.

DISPATCH

newspaper of The BILLIONAREA — the Greater St. Louis Market



POPULATION



DOLLARS



COVERAGE

The P + D + C Rating

is the advertiser's micrometer for measuring both market and media

"P" is population—people, families, the number of purchasing units. "D" is dollars—wealth-production or per capita buying power. "C" is coverage or concentrated circulation—the ability of a medium to saturate its market with circulation assuring effectiveness in moving goods in volume.

The BILLIONAREA and the Post-Dispatch stand so high on these three counts as to offer national advertisers the greatest P + D + C selling and advertising opportunity in America, with one exception.

The St. Louis Post-Dispatch reaches far more people, far more dollars and has far greater coverage

of The BILLIONAREA than any other newspaper.

The fact that both local and national advertisers recognize the Post-Dispatch as the most powerful selling force in the Greater St. Louis Market, is proved by its volume of advertising, almost equal to that of all other St. Louis newspapers combined.

The P + D + C Manual and the Book of Information about The BILLIONAREA—the Greater St. Louis Market, will be mailed free to anyone interested in the advertising and sales opportunity of this market.

St. Louis Post-Dispatch
St. Louis, Mo.

National Advertising Offices

NEW YORK
285 Madison Avenue

CHICAGO
Tribune Tower

DETROIT
Book Building

KANSAS CITY
Coca Cola Building

SAN FRANCISCO
564 Market Street

LOS ANGELES
Title Insurance Building

SEATTLE
212 Madison Street



Public List 171,
Kansas City, Mo.

Advertising & Selling

PUBLISHED FORTNIGHTLY



Photograph by Lajaren & Hiller for Collins & Aikman Company

JUNE 30, 1926

15 CENTS A COPY

Library,
Kansas City, Mo.
In this issue:

"Is It Poor Manufacturing to Cut Wages?" By W. R. BASSET; "Unappreciated Phases of Advertising" By BRUCE BARTON; "We Are Missing the Fundamentals" By EDWARD S. JORDAN; "Radio Dealer Problems" By H. A. HARING; "Getting the Facts Through a Survey" By PAUL T. CHERINGTON.



At "the World's Busiest Corner"

FRONTAGE values at the corner of Madison and State streets, Chicago, the heart of the "Loop," rank among the highest in the world. Within a stone's throw are the world's greatest department stores, offering to Chicago shoppers the largest volume and variety of merchandise on display anywhere in the world.

But before shopping Chicagoans read the advertising in *The Daily News* because in its pages they find the largest volume and variety of "shopping news" published in any Chicago daily newspaper.

This gives to advertising in The Daily News much the same advantage as "Loop" location gives a store. Advertisers therefore place more of their business in The Daily News than in any other Chicago daily newspaper.

THE CHICAGO DAILY NEWS

First in Chicago



Quick—bulky— full of MOISTURE

Williams lather softens the beard
—leaves the skin glove-smooth

It's the moisture in Williams' lather that makes the difference. It's the moisture that softens the beard, that makes shaving so easy. It's the moisture that leaves the skin so smooth and so comfortable. It's the moisture that makes Williams' lather the only lather that's really "glove-smooth".



FREE—Mail the coupon

THE J. B. WILLIAMS COMPANY
Dept. 42, Williamsburg, Conn.
(Overseas address: 11111 Park St., N.Y.C.)

TOO COLD
keeps
the
NEEDED
MOISTURE
in the
SKIN

These Cold Days your face needs AFTER-SHAVING care

ON the way to office when a man's face feels as if it were a piece of dry bread, it's time to take a little rest and care.

That's not the fault of your skin. Your skin's nothing but a piece of dry bread. That's not enough! Your face is a man's pride. It needs protection against the bite of winter winds.

That's why more and more men are adding Aqua Velva to their daily morning shave. The latest triumph of the famous Williams shaving specialists gives the skin a protection that even the hardest working face must have.

What Aqua Velva does for the newly shaved face.

Men who use Aqua Velva, and there are hundreds of thousands

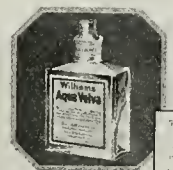
of them, feel that it is really the skin in these cold days.

1. It gives the skin a tone suggestive of youth.
2. It renders immediate relief to every little cut or nick.
3. It has a keen, fresh, minty fragrance that you'll like.
4. It safeguards your face from all weather exposure, sun and wind and cold.
5. It conserves the natural moisture of the skin. Powder absorbs this needed moisture—leaves the skin dry and brittle. Aqua Velva keeps the skin all day as flexible and soft and comfortable as Williams' Shaving Cream leaves it.

These facts have given you a real chance to test the value of Aqua Velva. And the coupon below makes it easy for you to make that test.

The large, handsome bottle of Aqua Velva is only 60¢ in the store today. By mail, postpaid, receipt of price if your dealer is out of it. Costs also a negligible 10¢.

The coupon is convenient. The trial bottle is generous. The result has no equal.



MADE BY THE MAKERS OF
WILLIAMS' SHAVING CREAM

FREE OFFER
CLIP AND MAIL COUPON

Send me a trial bottle of Aqua Velva, and I will send you a coupon for a full bottle of Aqua Velva.

Name _____

Address _____

City _____ State _____



This LATHER really saturates the Beard makes shaving easy— leaves the skin glove-smooth

MAKE your shaving time a pleasure. Let Williams' Lather do the work. It's the moisture in Williams' Lather that makes the difference. It's the moisture that softens the beard, that makes shaving so easy. It's the moisture that leaves the skin so smooth and so comfortable. It's the moisture that makes Williams' Lather the only lather that's really "glove-smooth".

After the waterproof film has been broken by the cold, post-war Williams' Lather, the skin is in a state of extreme dryness. The skin is just a piece of dry bread.

Of course this makes it much harder for the skin. But Williams' Lather is moist, it's rich, it's lubricating.

You can't prove for sure what we say about Williams' Lather. You can't prove it by a postcard. You can't prove it by a coupon. You can't prove it by a trial tube, but enough for a week's trial.

FREE OFFER
Send coupon for free trial tube

THE J. B. WILLIAMS COMPANY
Dept. 42, Williamsburg, Conn.
(Overseas address: 11111 Park St., N.Y.C.)

A Real Tip!
Send me a trial tube of Williams' Lather, and I will send you a coupon for a full tube of Williams' Lather.

Name _____

Address _____

City _____ State _____

Facts need never be dull

A good salesman must not only have all the facts about his product at his finger-tips, but must be able to present those facts in a way that will interest prospects.

The Richards Company operates on the same principle—facts first—as a sound basis on which to work; then advertising—based upon the facts—advertising so interesting that those facts will be read.

Joseph Richards Company, Inc., 251 Park Avenue, New York City.

RICHARDS , , , Facts First , , , then Advertising

More power to them!

SOME advertisers are selfish —that is, the wise ones are. They obstinately refuse to believe that they are advertising for the benefit of the publications, and stubbornly insist that they are advertising for their own profit and advantage.

They are deaf to the blandishments and persuasive eloquence of the "me too" boys. Like good military strategists who bend every effort toward the attainment of a definite objective, they persistently buy and judge advertising solely by its results.

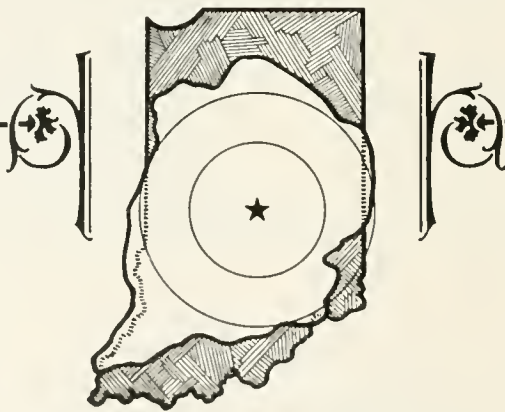
There are any number of interesting speculative and theoretical aspects of a newspaper as an advertising medium, but three fixed and changeless facts set them all aside:

Editorial merit — unless readers like, respect and believe a newspaper *for its own sake*, how can an advertiser hope to have an interested, responsive reading for his message?

Circulation pre-eminence—there has never been a substitute for the sheer *number* of readers, for numbers make volume, and a newspaper's influence is in direct proportion to the number of persons it reaches *in the right way*.

Advertising leadership — lineage leadership, maintained for years, is the direct, positive, incontrovertible evidence of results.

By one, or all, of these three paramount considerations, The Indianapolis News is beyond any comparison in Indianapolis.



THE INDIANAPOLIS NEWS

New York, DAN A. CARROLL
110 East 42nd Street

FRANK T. CARROLL, Advertising Director

Chicago, J. E. LUTZ
The Tower Building

Everybody's Business

By Floyd W. Parsons

THE common sport of the day is getting something from nothing, making values grow where before there was only waste. In the tropical regions of South America certain plants produce leaves from eight to fifteen feet long. Encouraged by the knowledge that silk is being made out of logs, some observing fellows started experiments that now make it possible to use the fiber of the leaves in weaving blankets and clothing, producing a material that closely resembles silk. The fiber may also be used in the manufacture of such things as fish lines. A similar development is the use of sunflower fiber as straw in Panama hats. The woven material is light, flexible and airy. Both of these fibers represent a real economy over the things they replace, and are obtained from sources that had no value before until science and imagination combined.

The Germans are starting to make artificial rubber, and in this process they get certain by-products that appeared to have no use whatever. A chemist went to work on the problem, and now they can get "totokain," a synthetic substitute for cocaine, from the substances that were going to waste. And speaking of artificial rubber, it is surprising what a lot of things appear to have unexpected possibilities in this field. The latest is the common soybean which is being made to yield an oil that seems to give us a rubber substitute.

Down in Texas, near a town called Burnet, the teamsters used to stop and grease the axles of their wagons with an oily substance that seeped from the ground. Now it is disclosed that this oil comes from a deposit of fossil fish that covers an area of 2000 acres. Not only does the oil yield ichthyol, a curative agent for skin diseases, but the shale in which it is found can be made to supply a fertilizer and a base for paints and varnishes. We have always had to look to Germany for our ichthyol, so it is gratifying to know that this discovery opens a domestic source of supply that will take care of our needs for centuries to come.

Not even the lowly grape seed has been able to escape the close scrutiny of the scientist. Here in our own country, and especially in certain parts of France, the grape-pressing process results in the production of a large tonnage of seeds which have been thrown away. To be exact, a hundred pounds of grape husks give about twenty-three pounds of seeds. Now the French have perfected a method to get a twelve per cent yield of oil from the seeds. At present this oil is being used as a substitute for castor oil in the lubri-

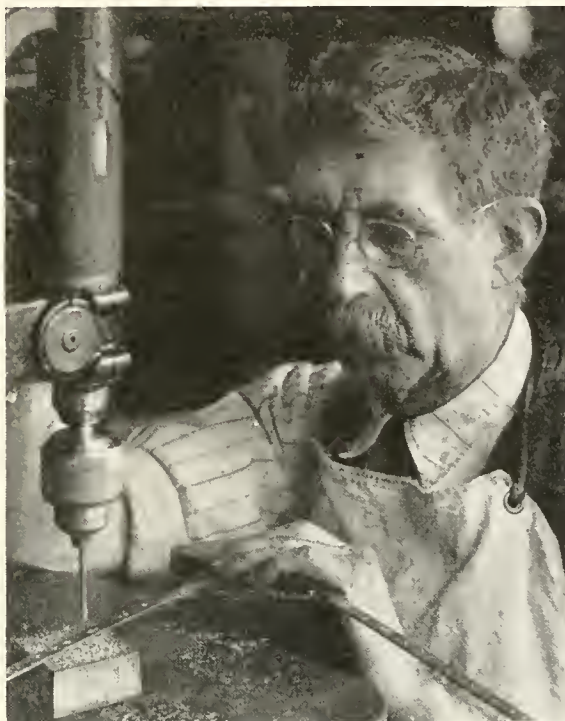


Photo by Lewis W. Hine

cation of delicate motors, especially airplanes. Castor oil is imported for the most part from India and, of course, is much more expensive than the new oil from grape seeds. What could be more simple than this discovery? And yet it is proving to be the foundation of a small but profitable French industry.

All of this is but a mere scratching of the surface of the news of the day concerning the production of something useful from something else that had no value. I might go on and talk about the new business of manufacturing bricks from sea grass and the shredded fibers of palmetto. Or I might explain how a German scientist has paved the way for profitable production of artificial silk from the waste shells of lobsters, crabs and clams. But I am sure the point I am trying to make is clear.

It takes either exceptional ignorance or excessive hardihood, today, for anyone to declare that a substance, no matter what it may be, is wholly valueless.

Not many years ago the packers started with only one thought in mind—the production of beef. Now the things they once threw away are often worth more than the meat itself. Many a business has finally been compelled to recognize that what was the tail is now wagging the dog. The thing that will make coal expensive in the future will not be a depletion of resources, but rather the discovery of hundreds of highly valuable substances that will develop a condition of keen competition between the people who want heat and those who want perfumes, drugs, fats, and a multitude of other products that the coal will yield.

The Arabs say, "The date likes its head in a fire and its feet in a pool"; and some of our enterprising folk hit upon the idea that "Death Valley" was the answer if somebody would only provide the water. Now the water is there and date palms have started to grow. Even the isolation of the spot is an advantage, for pests bent on reaching the palms will have a weary journey over sizzling sands where in the summer-time the temperature hits 137 degrees in the shade. But the palms like it; and since the offshoots from a single healthy plant are worth more than \$200, the opportunities have proved enticing for at least a few bold spirits.

Nearly all of the good things in science came by accident. But they always happen to people eaten with curiosity and possessed of the habit of continually asking "Why?" This is a hazardous day for the fellow who is willing to say, "It can't be done."

*T*HE CIRCULATION of The New Yorker in New York —40,000 out of a total of 46,000—is equivalent to that of national periodicals exceeding a half million in circulation.

THE
NEW YORKER

25 West 45th Street, New York

*A*DVERTISERS numbering 374 have contracted for publication in The New Yorker during the remainder of 1926 a total of 1668 pages of advertising, an average of 64 pages to the issue.

THE
NEW YORKER

25 West 45th Street, New York



D & C Paper and Advertising's Traditions

The patron saint of printing, of advertising, in this country is probably good old Ben Franklin. Sturdy common sense in meeting every problem, an unusually brilliant and farsighted mind, an intensely human personality,—these combined to make him as deeply respected as he was loved.

It is a matter of pride to Dill & Collins that we are the lineal descendants of the first paper mill in this country, the one that gave Benjamin Franklin the sheets on which he printed his famous Poor Richard's Almanack.

And into D & C papers go Franklin's common sense, economy and farsightedness—producing a paper for every printing purpose.

There are twenty standard D & C lines, coated, uncoated and cover papers. Each is as fine as craftsmanship can make it, and all are economically suited to their purpose. When you plan your printing, whether a single catalogue or folder, or a complete advertising campaign, ask your printer what paper to use—and profit by his knowledge. He is apt to select one of the many D & C papers.

DILL & COLLINS

Master Makers  *of Printing Papers*

List of DILL & COLLINS Co.'s distributors and their offices

ATLANTA—The Chatfield & Woods Company
BALTIMORE—J. Francis Hock & Co.
BOSTON—John Carter & Co., Inc.
BUFFALO—The Union Paper & Twine Company
CHICAGO—The Paper Mills Company
CHICAGO—Swigart Paper Company
CINCINNATI—The Chatfield & Woods Company
CLEVELAND—The Union Paper & Twine Co.
CONCORD, N. H.—John Carter & Co., Inc.
DES MOINES—Carpenter Paper Company
DETROIT—The Union Paper & Twine Co.
GREENSBORO, N. C.—Dillard Paper Co., Inc.
HARTFORD—John Carter & Co., Inc.
INDIANAPOLIS—C. P. Lesh Paper Company
JACKSONVILLE—Knight Bros. Paper Co.
KANSAS CITY—Birmingham, Little & Prosser Co.
LOS ANGELES—Blake, Moffitt & Towne
MILWAUKEE—The E. A. Bouer Company
MINNEAPOLIS—Minneapolis Paper Co.
NEW YORK CITY—Marquardt, Blake & Decker, Inc.

NEW YORK CITY—Miller & Wright Paper Co.
NEW YORK CITY—M. & F. Schlosser
OMAHA—Carpenter Paper Co.
PHILADELPHIA—The Thomas W. Price Co.
PHILADELPHIA—Riegel & Co., Inc.
PITTSBURGH—The Chatfield & Woods Company
PORTLAND, ORE.—Carter, Rice & Co.
PROVIDENCE—John Carter & Co., Inc.
RICHMOND—Virginia Paper Co.
ROCHESTER, N. Y.—Geo. E. Doyle Company
SACRAMENTO, CALIF.—Blake, Moffitt & Towne
SEATTLE, WASH.—Carter, Rice & Co.
ST. LOUIS—Acme Paper Company
ST. PAUL—E. J. Stilwell Paper Co.
SALT LAKE CITY—Carpenter Paper Co.
SAN FRANCISCO—Blake, Moffitt & Towne
SPRINGFIELD, MASS.—John Carter & Co., Inc.
TACOMA—Tacoma Paper & Stationery Co.
TAMPA—Knight Brothers Paper Co.
WASHINGTON, D. C.—Virginia Paper Co.

Life presents ...

Andy Consumer

Reproduced from a full page in LIFE



ADVERTISING CAN'T PUT ANYTHING OVER ON ME

—or anybody else.

I'm pleased that advertising is an expensive sport for you big business boys. Ha! ha! ha! ha! ha! ha!

We consumers laugh.

The high cost of nation-wide advertising puts the situation entirely in our hands. Yes, we must laugh.

If you advertise, you can't afford to sell us just ONCE. You can't advertise and then run off and hide. We are poor pickin' until we repeat our purchase and pass the good word.

And what if we don't repeat our purchase and pass the good word? What then?

You may ballyhoö us into buying one package or box or can, but remember where you'll be if we don't buy two.

Fool us once if you will, Jack Dalton, but remember that after that we have you in our pow-wower.

Continuous advertisers are, therefore, birds who have passed our acid consumer test.

*Andy
Consumer*

THE NATIONAL ADVERTISER BETS HIS
ADVERTISING MONEY THAT HIS PRODUCT IS RIGHT

(No consumer can regard advertising as an imposition after reading the above declaration of consumer superiority by Andy Consumer. Andy is gradually helping his fellow consumers to stand up like men and throw off the under-dog attitude toward big advertisers and to take national advertising fearlessly and for what it is worth.)

THE Andy Consumer campaign conceived and executed by LIFE in behalf of national advertisers is nothing more nor less than a most cunning attack on one of the most widespread and—ah—universal—inferiority complexes in the world today—ah—

—the inferiority complex of the average consumer towards national advertising.

The average consumer has been hearing of million-dollar advertising appropriations until he is inclined to be suspicious, craven and cringing. (We exaggerate.) He has come to wonder when and where he gets stuck.

Then along comes Andy and stands up and talks turkey to national advertisers—shows them that he, a puny consumer, is still the Master Mind—that the bigger the advertising, the more it puts the situation into his hand.

You get the idea. (We are doing it in token of our appreciation of the \$15,000,000 national advertisers have invested in LIFE space.)

ANDY CONSUMER'S talks on advertising are published in pamphlet form. If you can distribute copies to salesmen, dealers or customers, LIFE will gladly furnish, at cost, reprints or plates of this series.

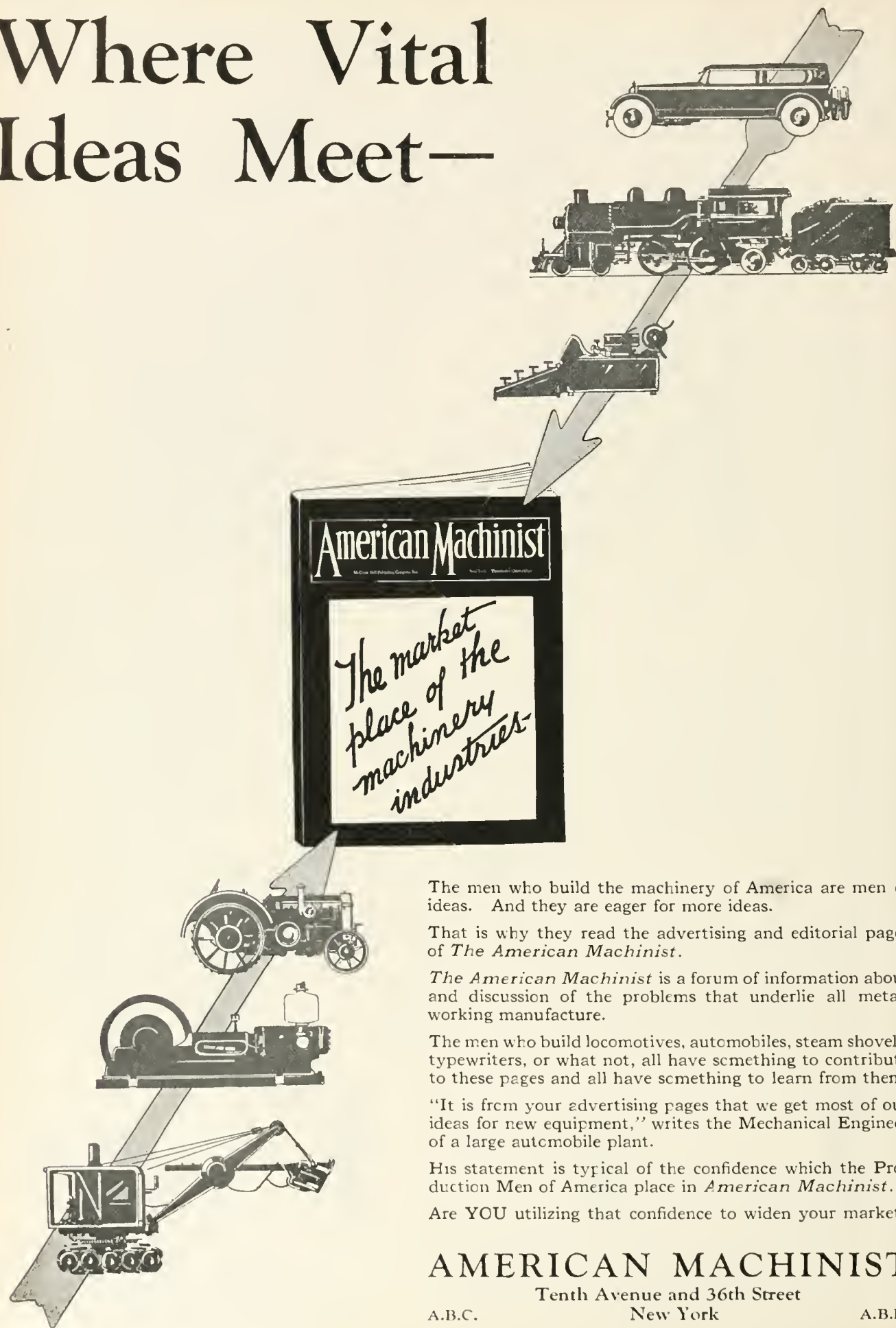
Life

127 Federal Street
BOSTON, MASS.

598 Madison Avenue
NEW YORK, N. Y.

360 N. Michigan Avenue
CHICAGO, ILL.

Where Vital Ideas Meet—



The men who build the machinery of America are men of ideas. And they are eager for more ideas.

That is why they read the advertising and editorial pages of *The American Machinist*.

The American Machinist is a forum of information about and discussion of the problems that underlie all metal-working manufacture.

The men who build locomotives, automobiles, steam shovels, typewriters, or what not, all have something to contribute to these pages and all have something to learn from them.

"It is from your advertising pages that we get most of our ideas for new equipment," writes the Mechanical Engineer of a large automobile plant.

His statement is typical of the confidence which the Production Men of America place in *American Machinist*.

Are YOU utilizing that confidence to widen your market?

AMERICAN MACHINIST

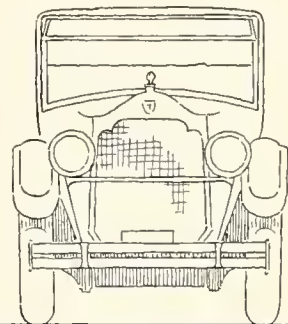
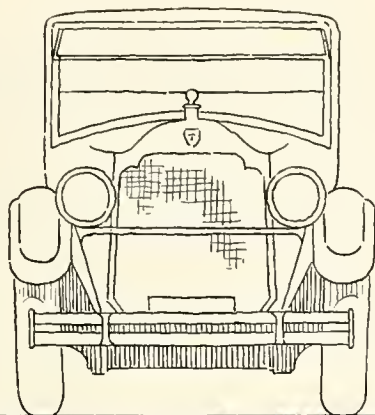
Tenth Avenue and 36th Street
New York

A.B.C.

A.B.P.



In population, the Five Boroughs of New York compare to the Northern Nine Counties of New Jersey as 100 to 44.



—But—

In motor cars driven, the number of cars in the Five Boroughs of New York compare to those driven in the Northern Nine Counties of New Jersey only 100 to 80.

Sell to the motorists in the Northern Nine Counties

THE Northern Nine Counties of New Jersey represent an outstandingly worth-while market for automobiles.



In the Northern Nine Counties are registered 319,972 motor cars, as compared with the 400,801 cars in the Five Boroughs of New York City.

This is nearly car for car—although the population of the Northern Nine Counties is only 2,610,217 as compared to that of 5,873,356 for the Five Boroughs.

Of course, every motor car manufacturer knows—as manufacturers of quality merchandise of all kinds know—that leadership in the Metropolitan market is of predominant importance.

How important then to recognize that although in population the Nine Counties

compare to the Five Boroughs as 44 to 100, in motor cars driven they compare as 80 to 100; that the Nine Counties alone represent 45 per cent of a total of 720,773 motor cars driven in the entire area.

Of course, the significance of these figures is plain at once to makers of automobiles—and to makers of quality merchandise of every kind.

A selected group of 80,000 of the most desirable prospects in the Northern Nine Counties may be reached with compelling effect through

CHARM

*The Magazine of
New Jersey Home Interests*

Office of the Advertising Manager,
28 West 44th Street, New York

Announcing
SCHEERER, INC.
Serving Midwest Daily Newspapers

CHICAGO
35 E. Wacker Drive

NEW YORK
200 Fifth Avenue

EFFECTIVE JULY 1, 1926

Merging the Business of

CARPENTER & COMPANY

AND

H. EDMUND SCHEERER

in association with

W. F. KENTNOR

(formerly Secretary of Benjamin & Kentnor Co.)

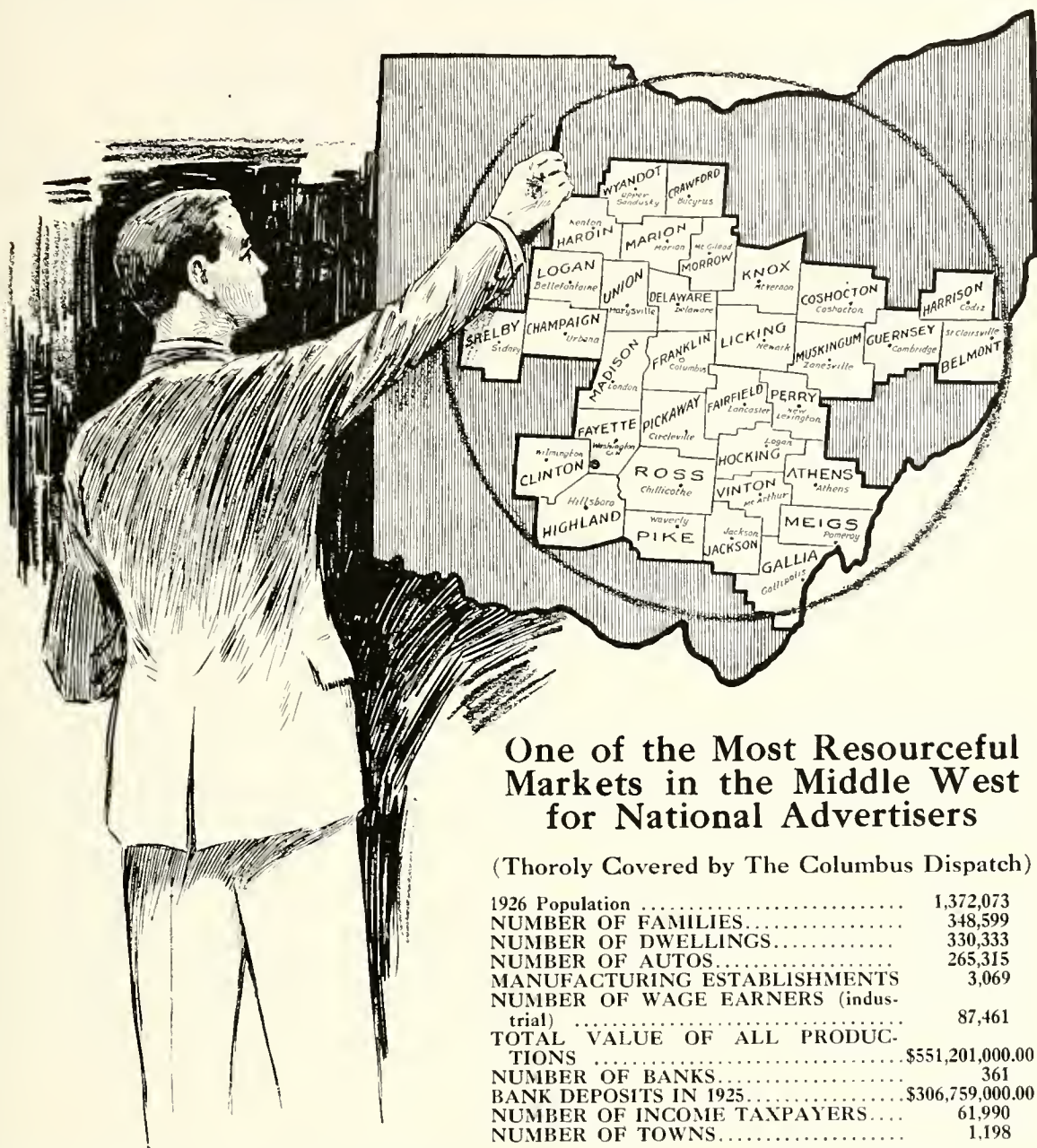


H. EDMUND SCHEERER, *Pres. and Treas.*

W. F. KENTNOR, *Vice. Pres.*

ALLYNE V. CARPENTER, *Secretary*

Circle These 33 Counties on Your Ohio Sales Map



One of the Most Resourceful Markets in the Middle West for National Advertisers

(Thoroughly Covered by The Columbus Dispatch)

1926 Population	1,372,073
NUMBER OF FAMILIES.....	348,599
NUMBER OF DWELLINGS.....	330,333
NUMBER OF AUTOS.....	265,315
MANUFACTURING ESTABLISHMENTS	3,069
NUMBER OF WAGE EARNERS (indus-	
trial)	87,461
TOTAL VALUE OF ALL PRODUC-	
TIONS	\$551,201,000.00
NUMBER OF BANKS.....	361
BANK DEPOSITS IN 1925.....	\$306,759,000.00
NUMBER OF INCOME TAXPAYERS....	61,990
NUMBER OF TOWNS.....	1,198

DISPATCH DAILY AVERAGE PAID CIRCULATION, 106,451

Advertisers planning to exploit the Ohio market will
receive complete cooperation from the information
and service bureau of

The Columbus Dispatch

Ohio's Greatest Home Daily

HARVEY R. YOUNG, Advertising Director

O'MARA & ORMSBEE, Inc., Representatives—New York, Chicago, Detroit, San Francisco

Continued Leadership

In the World's Greatest Market

THE value of The Sun as a medium for building sales in the great New York market is indicated by the pronounced and continued preference which advertisers show for The Sun.

For eleven consecutive months The Sun has published more advertising and has made larger gains in advertising than any other New York evening newspaper.

In May advertisers used 1,379,052 agate lines in The Sun. This was 78,770 more than the volume placed in the second New York evening newspaper.

The Sun's gain in advertising, comparing May of this year with May of last year, was larger than the combined gains of all the other New York evening newspapers.

This record is all the more significant because of the strict censorship which The Sun maintains on all advertising.

ADVERTISING in The Sun is equally productive for manufacturers who sell their products through local retailers and for New York merchants who draw customers from all parts of the New York market into their individual stores.

Both National Advertisers and the Manhattan Department Stores have for years used more space in The Sun than in any other New York evening newspaper.

The reason for the unusual productiveness of The Sun's advertising columns is found in the kind of people who read The Sun.

THE SUN'S large circulation is concentrated among intelligent people of moderate or more than moderate means—people who have money enough to buy not only the necessities of life but also the comforts and pleasures of life—people to whom quality and service and style are more important considerations than price—people who constitute the most profitable market for advertised products of good quality.

The Sun is a home newspaper. It enables advertisers to reach all members of the family six days a week. It is an effective medium for selling everything from automobiles and radio sets to laundry soaps and lingerie.

Eighty-two per cent of The Sun's circulation is distributed after 3:00 o'clock in the afternoon, when New Yorkers begin to go home with their newspapers, and 97% of its readers live in the New York city and suburban trading area.

EVERY department of news is presented to readers of The Sun by writers who are without peers in their respective fields. Its pages are entertaining as well as informative, and there is nothing of manufactured sensationalism in them.

The Sun has long had an enviable reputation for the literary qualities of its news articles, the fairness of its editorials, and the completeness of its sporting news, financial news, society news and the many other divisions of a modern newspaper.

THE SUN'S large, responsive circulation is a growing circulation. During the six months ended March 31, 1926, The Sun had a daily net paid circulation of 257,067. This represents an average increase of 11,593 copies a day over the corresponding period of 1925.

The



Sun

280 BROADWAY

NEW YORK

BOSTON
Old South Building

WASHINGTON, D. C.
Monsey Building

CHICAGO
208 So. La Salle St.

SAN FRANCISCO
First National Bank Building

LOS ANGELES
Van Nuys Building

PARIS
10 Boulevard des Capucines

LONDON
Trafalgar Building

BERLIN
11 Unter den Linden

ROME
25 Piazza Mignanelli Roma 6

PEKIN
8 Hsi La Huitung

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK



*If you want to know about our work,
watch the advertising of the following:*

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
TARVIA
DUZ
MILLER TIRES
WALLACE SILVER
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
SILVER KING GINGER ALE
BONDED FLOORS
HAVOLINE OIL
NEW-SKIN

What we've done for others we can do for you.



*Member of the American Association of Advertising Agencies
Member of the Audit Bureau of Circulations
Member of the National Outdoor Advertising Bureau*



Those Who Learn to Buy Today Are the Buyers of Tomorrow

Are They Your Customers?

Here is a national market of more than a quarter million young people who will not only be the buyers of tomorrow but who, in a large measure, direct the buying of today.

The Youth's Companion goes directly to the heart of this *assertive* purchasing power. Clothes, food, luxuries or necessities—which do you market?

Prize Contests, Y. C. Lab. for boys, fashion articles for girls, in fact all live topics for the eager, younger generation are published weekly in the Youth's Companion.

Rates again advance \$100 per page October First. Buy on a rising tide—mail your order now.

*250,000 net paid, (ABC) circulation,
Rebate-backed, guaranteed*

THE YOUTH'S COMPANION

8 ARLINGTON ST.

One Hundred Years Young

BOSTON, MASS.

An Atlantic Monthly Publication

Advertising & Selling

VOLUME SEVEN—NUMBER FIVE

June 30, 1926

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C. K. WOODBRIDGE, president of The Dictaphone Company, was reelected president of the Associated Advertising Clubs of the World at the final meeting of the twenty-second annual convention of that organization. Other officers elected were: secretary, Rowe Stewart, business manager of the *Philadelphia Record*; and treasurer, Francis H. Sisson, vice-president of the Guaranty Trust Company, New York.

It was officially decided to change the name of the organization to the International Advertising Association, by which title the old A. A. C. of W. will be designated from now on. Denver, Col., was selected as the place where next year's convention will be held.

*Portions of addresses before the Philadelphia Convention, A. A. C. of W.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

NEW YORK:
F. K. KRETSCHMAR
CHESTER L. RICE

SAN FRANCISCO:
W. A. DOUGLASS, 320 Market St.
Garfield 2444

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

CLEVELAND:
A. E. LINDQUIST
405 Swetland Bldg.; Superior 1817

LONDON:
66 and 67 Shoe Lane, E. C. 4
Telephone Holborn 1900

Subscription Prices: U. S. A. \$3.00 a year. Canada \$3.50 a year. Foreign \$4.00 a year. 15 cents a copy

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising*, *Advertising News*, *Selling Magazine*, *The Business World*, *Trade Journal Advertiser* and *The Publishers Guide*. *Industrial Selling* absorbed 1925

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In Cosmopolitan Homes where Luxuries Are Necessities



*From a photograph of an
actual Cosmopolitan Home
in Concord, N. H.*

Through This Doorway, Once a Month, Enters ENCHANTMENT

Through this doorway, come trooping romance, adventure, intimate glimpses into the lives of well-known people.

A vision of life as it should be; forgetfulness of one's worries; glorious, stimulating entertainment—these enter, too!

And with them come crowding a thousand-and-one impressions, suggestions, for furnishing the home within this doorway; for adding to the zest of the meals served here; for furthering the comfort and luxury inside these walls; for fulfilling and completing the happiness of the men and women who dwell here.

Through this doorway, once a month, enters Cosmopolitan.

And through a million-and-a-half more doorways like this.

A tremendous sale, surely, for a magazine which is itself, in many ways, a luxury.

But then Cosmopolitan's appeal, primarily, is to people who can afford the luxuries as well as the necessities.

{ *Ask a Cosmopolitan salesman to tell you in
detail about Cosmopolitan's 1,500,000 homes* }

JUNE 30, 1926

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

Contributing Editors: EARNEST ELMO CALKINS ROBERT R. UPDEGRAFF MARSH K. POWERS
CHARLES AUSTIN BATES FLOYD W. PARSONS KENNETH M. GOODE G. LYNN SUMNER
R. BIGELOW LOCKWOOD JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

Is It Poor Manufacturing to Cut Wages?

By William R. Basset

Chairman of the Board, Miller, Franklin. Basset & Company

WHEN an unskillful employer finds it "necessary" to reduce wages, it is customary to accompany the announcement of his incompetency with an insult to the intelligence of his workers in the form of a sermon on the text that "the interests of labor and capital are identical."

Fundamentally he is right. But his workers know that in the immediate case there is about the same community of interests as exists between the bull-fighter and the bull.

Such sermons stress the theme that the workers can prosper only as the business prospers. The business, it is pointed out, can prosper only if it is allowed to reduce wages. Therefore the lower the wages, the greater the prosperity of the workers!

That is the usual point of view on the relationship between capital and labor. But occasionally you will find a business man who sees that if there is actually anything to this community of interests theory, it works both ways—that only as the workers prosper can business prosper.

Unfortunately few on either side really believe in the soundness of the economic truth that their interests are identical. No matter what is preached they both believe that their interests are antagonistic. The



employer wants as much work as he can get for as low wages as possible. The aim of the workers is naturally just the reverse. In recent years the workers have had somewhat the better of the contest. They have made gains, and in many instances have held them. That is the chief reason for the sustained prosperity of the United States. Our large expenditures for wages provide purchasing power which stimulates the production of our factories.

Many hard-headed business men

who once fought wage advances have been able to reduce costs in the face of advancing wages because they were intelligent as well as hard-headed. Instead of failing, their businesses are more profitable than ever before. A dawning of common-sense on the labor question together with a growing grasp of certain simple economic truths is gradually illuminating all but the most benightedly conservative of our industries. Some day even those who sermonize on capital and labor's identity of interest may believe their own sermons.

Do not gain the impression that I am a radical or a labor agitator. While I trust that I am not lacking in the usual humanitarian instincts, in my business I am not unduly concerned with improving the condition of the downtrodden other half, if indeed it is downtrodden. In fact, I secure my pots of flesh from the capitalists whom I show the way to greater profits. My apparent sympathy with the worker is really the result of a policy which I have invariably found brings greater profits for his employer—who is also my employer.

I have found that the man with the ability to make high wages is always the man who produces at the lowest cost. It does not follow that merely to pay a man more than he

is worth will automatically make him worth what he gets. The incompetent and the lazy should be fired if they resist efforts to teach and stimulate them. The man who will not exert himself to hold a well paid job is a mental defective who has no place in industry.

About the surest way to get inefficient service from workmen is to cut wages in the attempt to lower costs. On the other hand to demand and secure production commensurate with high wages is equally certain to result in lowered costs.

While not all manufacturers will agree with me, there is a rapidly growing group which is discovering that it is poor management to reduce wages. For example, take the Simmons Company, which manufactures metal bedroom furniture.

In 1923 its financial statements disclosed that because costs were too high, profits were not what they should be. Most concerns would have blamed this on labor and forthwith reduced wages. Instead, the management assumed the guilt and attributed the trouble to its own carelessness and to its complacency with existing conditions.

It turned the spotlight of intelligent study on the methods which were in use, with the result that in the following year net profits increased a million dollars in the face of a falling off or two and a half millions in sales. The next year's sales increased only a million dollars, but the profits were a million and a half more than in 1924. At the same time prices were cut, not raised.

And labor was not called upon to sacrifice anything. Not a wage rate was cut "in the interests of economy."

A big tannery did exactly the same thing, on a somewhat smaller scale. It effected efficiencies amounting to a million and a half dollars a year without cutting a single wage. This is particularly notable because the tanning industry is several thousand years old, and the methods have consequently had time to become well standardized.

Sweeping wage cuts never brought permanent good to anyone. First, they invariably bring lower labor efficiency. Through resentment the workers at once restrict production. Many times have I seen labor costs

rise in answer to a cut in wages. Secondly, lower wages have an immediate effect on the prosperity of all industry.

In industrial towns, such as the shoe-making or textile communities, this is strikingly shown. Within a week after a wage cut the merchants feel the falling off in purchasing power. Salesmen who sell to these merchants send home reports of poor trade instead of orders. Factories a thousand miles away making breakfast food, or hats, or soap, notice the falling off in trade and, if the wage cuts are widespread, either cut wages themselves or go on part time. Their workers are then unable to buy as many shoes or calico dresses as before, and the mills which first cut wages are worse off than before. The end may be a general business depression affecting all industries. All depressions are precipitated by a falling off in buying power caused either by wage reductions or by the failure of wages to keep pace with increased prices.

This is all very elementary. The trouble is that too few business men

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The High Hat

By Earnest Elmo Calkins

A RECENT advertisement of Black, Starr & Frost describing the largest blue diamond in the world, and incidentally giving the price, \$300,000, created a disproportionate amount of comment for the simple reason that it is not the custom to give the price of anything that costs so much. There is an absurd and snobbish idea that people who buy expensive things do not care what they cost and that to quote the price is offensive to them and detracts from the prestige of the house—that there is something exclusive in offering things without mentioning the prices and that people buy Rolls-Royces and pearl necklaces and Estey Organs without ever stooping to anything so vulgar as asking how much they are, but merely wave a lordly hand and tell the salesman to send the bill.

The other day I received a circular, from one of the "high hat" galleries on Fifth Avenue, giving a list of paintings by French masters of the last century, which they were offering, according to the text, at unusual reductions. But they did not deign to state what these reductions were or at what price I could buy a Cazin or Corot, and so

the circular was worthless as an advertisement because its information was incomplete. There is a book store on Fifth Avenue of which I am very fond and I am not going to give its name in this connection because I do not wish to say anything unkind about it. But at this shop the price of a book can be ascertained only by asking a salesman. Judging by the number of times that I, myself, have passed up an opportunity to buy a book rather than find a salesman and ask him the price, I should think that this store loses several hundred sales a year by its obstinacy in clinging to an obsolete practice, the hang-over and survival of the day when price was a vulgar thing, scrupulously avoided by all dealers who made any pretence to class. There is no one point in the description of an article that is so illuminating, which makes a classification so easy, as its price. And I note with pleasure that even the Rolls-Royce is advertising its price, and further-more in one advertisement sets out to prove that a Rolls-Royce at \$14,500 is a better investment than a cheaper car. Bully for it! We think in larger prices these days but the price is still as pertinent to the advertising as it ever was.

The Unappreciated Phases of Advertising

By Bruce Barton

THE major arguments for advertising have been repeated almost to weariness: Advertising contributes to quantity production and so reduces costs. Advertising makes possible better quality without increased expense. Advertising is a force in the elevation of the standard of living, and hence an enricher of life. These three principles on which we rest our economic right to existence are established. It is time to treat them as self-evident like the Ten Commandments and the multiplication table.

There was perhaps a period in the early days of medicine when doctors had to assemble themselves in convention and there proclaim that on the whole they cured more than they killed. That period has passed for the doctors; it should pass for us. We are stepping out of the childhood of our business into maturity. An industry in which hard-headed business men invest hundreds of millions a year no longer needs to protest that it is important.

If the major principles of advertising are recognized, however, certain other phases of its service are still imperfectly appreciated. Let me touch on four of these.

Not much has been said about advertising as a conservator of time, "the stuff life's made of." Elias Howe invented the sewing machine, but he could not get women to buy it. His life was a long tragedy of want; he was forced to the bitter humiliation of attending his wife's funeral in borrowed clothes, and all the time he had in his hands the means of saving millions of women hours of drudgery. The daughters of those women profited by his invention, but a whole generation was deprived be-

In delivering this address before the general session of the A. A. C. of W. Convention, Mr. Barton was obliged because of lack of time to omit the closing portions. They will be found, however, in this version.



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cause there was no advertising to inform and to persuade.

How swift and smooth is the pathway of inventions of the present day. The automobile, the radio, the iceless ice box—these are not condemned to stand idle for years, waiting a chance to render their service. They are known everywhere immediately, and are set to work at once.

Economists are only beginning to recognize the service of advertising as an increaser of wealth. So rapid and so overwhelming has been the growth of modern business that it has outrun the old-fashioned political economy. That political economy said: "Work, but spend as little as possible. This is the foundation of individual and national wealth." The newer political economy, which is still groping for expression, is based on an unconscious recognition of Ruskin's great principle: "There is no wealth but life."

Whatever increases life—that is to say, whatever increases men's capacity for productive labor, in-

creases wealth. And there is no power for increasing men's capacity like the power of desire. Set up before men the images of things that they want; give them goals of desire, and you transform ten horse-power men into fifty horse-power men.

Without advertising there would have been no national magazines. This is a subject for a book, not a paragraph. We can only touch upon its outer fringes and pass on.

Consider the modern home in which good taste has taken the place of fussiness and over-crowding. Consider the scientific care and feeding of the present-day child. Consider the effect of modern fashions—the slim figure—on women's diet and dress. Consider the passing of the corset, the germ-collecting skirt, the life long slavery to long hair. Consider modern sanitation, and remember

that so recent a gentleman as Frederick the Great never in his whole life took a bath.

Many forces have been at work to produce cleanliness and wholesomeness and healthfulness in modern life, but certainly none has been more powerful than the national magazines. And they are the product of advertising.

No proper study has been made, and perhaps no adequate study ever can be made, of the effect of advertising upon the ethics of business. It is one thing for a drunkard, in the privacy of his own bedroom, to sign a pledge of total abstinence. It is another thing for that same man to sign the same pledge before a church full of people. The first act is private and personal, the second makes the whole community a surrounding cloud of witnesses. Similarly, it is one thing for a group of men in a directors' room to say to themselves: "We will conduct this business decently and above-board." And it is quite another thing for

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We Are Missing the Fundamentals

By Edward S. Jordan

President, Jordan Motor Car Company, Cleveland

APUBLISHER wrote me a letter not long ago and asked me whether I wouldn't write a book on salesmanship. I replied that if I wrote a book on salesmanship telling everything that I knew about it, the book would not be salable, because it would include only one page, and that page would be one of less than fifty words. Those words would probably be something like this:

If you want to sell anything, you must be able to speak the English language, first. You must be able to speak it so that you can be heard in an ordinary room. You must tell what you think about your own product and tell it to all the people you possibly can, and that is all there is to salesmanship.

Now, it wouldn't require a large book to tell that story.

The story about advertising is very much the same and quite as simple. The trouble with selling and advertising is that there are too many clever people connected with the business who are trying to make it complicated instead of making it simple. Almost everybody is thinking superficially. Very few people are thinking fundamentally. There is a simple, fundamental answer to every problem which arises in your own life, in your own business, in connection with your selling; a simple, very simple, fundamental answer.

People say to me, "Why is Henry Ford the greatest manufacturer in the automobile industry?" I could give them five million words on that if I wanted to, but why not put it in a few simple words; a simple, fundamental, true answer? Henry Ford is the most successful manufacturer in the automobile industry because he was the first man to build an automobile for the other fellow. All of the other early manufacturers built cars in which they liked to ride themselves.

If you will analyze that statement, you will discover that that is the



basis of Ford's success. All of the other early manufacturers built cars presumably for the rich man. He built a car for the mass and met a demand for individual transportation which had been accumulating for two thousand years, and then all he had to do was to be stubborn enough not to change it. All the other manufacturers changed jobs from year to year, increasing their overhead, increasing their cost, increasing their merchandising problem. Ford just went on and built the same thing. That is the basis of Ford's success. That is a fundamental answer.

YOU remember when we were talking about the Ku Klux Klan before election. You could get five million words on that from any man in any smoking compartment, and I am in the smoking compartments all the time. Eddie Cantor answered that whole problem with a very simple, fundamental statement. Some one said, "What do you think of the Ku Klux Klan?"

"Well," he said, "if it ever gets on a paying basis the Jews will take it over."

Now, I just mention those illustrations to make clear that in any situation which might confront you, you can't be clever and get anywhere, because there is nothing new in the world except the speed at which life moves. The fundamentals are just the same, always will be the same, and if you understand those fundamentals, you can be different because so few people do understand them. They are all trying to be complicated and clever.

Do you understand—I don't know whether you do—that the fundamental of all civilization is a very prosaic thing? It has to do with the cost per ton and mile. Isn't that peculiar? When the first farmer produced a little more on his plot of ground than he could use himself, he carried that on his back from that little plot of ground to the nearest market, and carried his profit back to the little farm. His trading radius depended upon what he could carry on his back and how far he could walk. His contact with the world, his contact with other human beings, his cultural possibilities absolutely depended upon the distance he could walk with that load. Finally he invented the wheel and thus increased his radius of distribution, increased his contact, increased his profit, widened his selling area, carried back his profit and put it into the ground.

Then the Phœnicians invented the sailing vessel, which widened the area of distribution around the Mediterranean Sea and established new contacts. Because they had the lowest cost per ton mile in transport, they became the dominant country of the world—the dominant nation.

They were followed by the Spaniards, the Portuguese, the Dutch, the English. Then a group of people came to this country, and Fulton invented the steamboat. Someone built the Erie Canal. The railroads spread out, delivering merchandise from here to there at a lower cost per ton mile. Of course, everything

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The Renaissance in Ice

A Look Into the Iceman's Future

By *S. Bennis** and *S. H. Giellerup*

WE have had a cold spring, a big season at the North Pole, and intense advertising, manufacturing and domestic interest in household refrigeration.

That new marvel, the iceless ice-box, has found a cold spot in the hearts of the public, a spot which only a few people realized was there. So now scores of manufacturers are actively at work in an effort to satisfy the craving for frigidity. Hundreds of advertising men have jumped to supply the new need for publicity. And thousands of icemen have found cold comfort in the prospect of their business melting away.

At present every one is excited about the future of the electric refrigerator industry. That's natural. The product is new, marvelous in its mechanism, and astonishing in its results. But, after all, the industry is merely a new comer in a field which already supports an industry of immense proportions.

The McGraw-Hill Publishing Company estimates that 142,000 electric re-

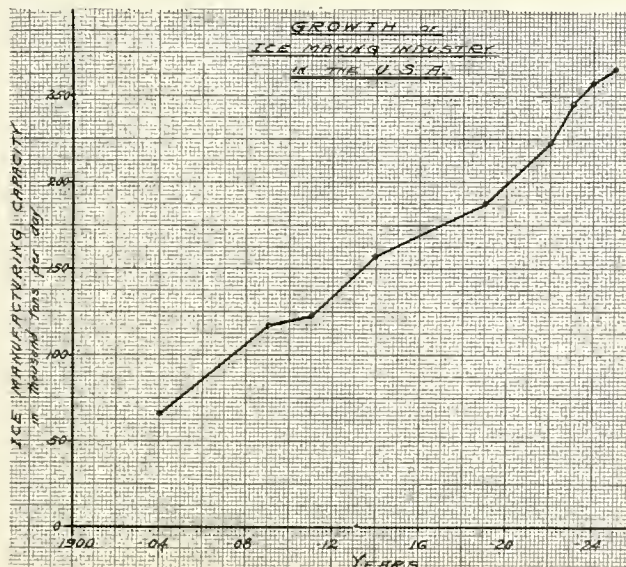
frigerators were sold up to January 1, 1926, and men in the business expect 200,000 more machines to be at work by the end of this year. Let us assume that the manufacturers receive an average of \$150 for a machine. Their 1926 revenue would then amount to about \$30,000,000. Contrast this with the annual revenue of the ice industry of approximately \$144,000,000.

The amazing progress of the electric refrigerator, however, is having a profound effect upon its very much larger competitor, and any

radical changes in an industry with \$450,000,000 invested capital will be of prime interest not only to the makers of the new product, but also to the advertising fraternity at large; and to all those other industries in which it is possible for inventive genius to completely upset existing conditions.

The iceman, like other human beings, did not appreciate what he had until he was threatened with the loss of it; especially at a time when his sales were mounting in a most satisfactory manner. In spite of constant reduction in the quantity of current necessary to manufacture a ton of ice, the kilowatt hour purchases of current by ice companies in a large eastern center rose from 50,000,000, in 1920, to 100,000,000, in 1925.

Each year has seen a substantial increase in the sale of ice. Will this continue? We think so. The big companies do not seem to be alarmed. The copy inserted by the Knickerbocker Ice Company, New York, reflects no anxiety on the part of its sponsors. And Mr. Wesley M. Oler, President of the American Ice Company, voices his



*Mr. Bennis is President of the New York section of the American Society of Refrigerating Engineers.

confidence as follows:

I can see nothing in the present ice situation that should cause pessimism in the future of the ice trade. In fact, this propaganda is a boon to the conservative ice manufacturer.

Neither has the public sold its ice company securities fearing that ice-making plants will go the way of the breweries. Today, as this is being written, the common stock of the American Ice Company is within two per cent of its highest 1926 price. Of the 412 New York Stock Exchange securities listed, only forty stand as well, and most of these are preferred stocks. Evidently the investing public has fixed in its memory the history of the gas business. Since 1916, in a period which saw ten million homes wired for electricity, the sales of manufactured gas have jumped from 225 billion cubic feet to 420 billion.

However, already the iceman walks in the shadow of the cloud.

Hundreds of thousands of his best customers have said good bye to him forever. At least two hundred enterprising manufacturers have begun making electric refrigerators or are considering doing so. One of these is said to have appropriated three million dollars for his next year's advertising, contracting with a single magazine for more than half a million dollars' worth of space. The knight of the tongs is due to find a great many more refrigerators too cold for him to open.

SOCRATES spoke of himself as a gadfly stinging the Athenians into action. Similarly, every electric refrigerator sold, every iceless ice-box advertisement printed goads the iceman toward better business methods. In order to offset the loss he will either have to get new customers or sell more ice to existing

buyers. There are in this country 26,000,000 homes of which only 14,500,000 are wired for current. Only a small number of these wired homes, however, are prospects for electric refrigerators at \$200 to \$300 prices. But there should also be added to these prospects the unwired homes financially able to buy iceless ice-boxes operated by either gas or kerosene, for such machines are shortly to be offered to the public. These two groups constitute, at a liberal estimate, about fifteen per cent of the total number of homes.

They do not, however, constitute a mere fifteen per cent of the iceman's business. To begin with, most of them are twelve-month users of ice, while the average ice-buyer uses it only about four months. They are the iceman's best customers. Secondly, it is not every home

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Logic Is Not the Best Technique for Seduction

By Mattie E. Barnes

LOGIC alone never convinced anybody. It is important, yes, but merely in backing up and sanctioning a decision already made for an entirely different reason. It is very necessary in gaining satisfaction with that choice. But it does not make the decision.

Let us explain. There are at least two reasons for doing everything: a "real" reason and a "good" reason.

The "real" reason is apt to be one of the instincts—appetite, pride, love of personal adornment; the "good" reasons are apt to be virtues which are the outgrowth of civilization—economy, appreciation of durability, practicality.

In advertising to consumers, the important appeal is to a more or less universal desire or need in people—an appeal which will constitute a "real" reason. Then after finding the sensitive spot in the prospect's make-up, comes the time to furnish all the subsidiary common-sense angles, all the *good reasons why*. This serves the double purpose of arming the new convert with substantiation of his choice, and confirming the old user in his present habits.

Sound but uninteresting merchandise is successful only insofar as it

furnishes means for rationalization of a choice made for an emotional reason (usually one not easily vaunted). For instance, Mrs. A reads an advertisement which tells her that a certain automobile is practical, easy to handle, and very durable. She remains unaffected. She won't go to see the car on the strength of these reasons. If she chances to have the car brought to her notice she will be impressed with its luxuriousness, its beauty of line, and style, and will want it because it is a handsome thing which will make her feel like a queen to ride in. She really makes her decision right there.

THEN she vaguely feels that as a motive her vanity is a little unworthy of her, and begins seeking practical, common-sense reasons why she should get this car. And in so doing she discovers that it is thus and thus, dull facts, *but* talking points. So she begins telling her husband and friends how convenient the car is, how well it will last—and all the other things which are perfectly true but fail to touch her in any vital spot. Finally she rationalizes herself into thinking those were the

reasons for which she wants the car.

Now the point to all this is: Why leave to chance the fundamental aesthetic or emotional appeal which will really make a decision? Furnish the fundamental appeal, thereby increasing the number of people to whom that appeal reaches, and then almost in the same breath stack up the sane, common-sense reasons—all the "good" reasons which people can possibly need or use to justify their choice.

ART work and "pretty pictures" are merely part of the technique for the seduction which must precede a sale. They best provide the necessary fundamental appeal. Copy best serves its purpose in providing all possible confirmations for the choice made. This copy need not be dull, uninteresting reason-why talk. It should be clothed in attractive garb, but its main theme should be hard, sound "good" reasons why. Such convincing copy is important, because a sale is not completed until a prospect wavering under a strong emotional impulse has satisfied himself that he is being very reasonable, practical, and level-headed, unswayed by any emotions.



AN advertising medium in which the word is suited to the action, and the action to the word. It is the first successful synchronization between picture and voice

The "Talking Movie"—A New Advertising Medium

By Robert R. Updegraff

A NEW advertising medium made its debut at the recent Atlantic City Convention of the National Electric Light Association. It is called the "phonofilm" and is an invention of Dr. Lee DeForest of radio fame.

Dr. DeForest has produced a motion picture that talks. At Atlantic City his phonofilm was used for the first time for advertising purposes. It formed the central feature of the Servel Electric Refrigerator exhibit, where it held crowds for 14 minutes while it pictured and told the story of Servel. The two illustrations above show two scenes from this novel talking advertising film.

For the benefit of the mechanically minded, it may be explained that the phonofilm, or "talking movie" as it is popularly called, represents the first successful synchronization between pictures and voice. No phonograph is used, the picture and the voice are both recorded *on the film*. The picture is projected by the usual motion picture apparatus. The voice is registered by means of light waves in the margin

of the film in a colored band about one-eighth of an inch wide. It consists of a series of horizontal lines of various thicknesses and spacings. These horizontal lines are run in front of a light which is separate from the light used to project the picture. This causes a light beam to flicker and produces a light wave which is transformed by means of a photo-electric cell into a sound wave. This sound wave is then amplified and reproduced by means of a loud speaker. Perfect synchronization between the voice and the action is thus obtained.

AS used by The Servel Corporation, the film told the story of Servel by means of a demonstration. The demonstrator (shown in the two pictures above) first explained to his movie auditors the principles of Servel electric refrigeration. His talk was interrupted by the entrance into the display room of a man and his wife who had come in to "look."

Excusing himself to his movie audience, which at the N. E. L. A. Convention consisted largely of men

and women interested in learning how best to demonstrate an electric refrigerator, he walked over to the couple and proceeded to tell them about Servel, suiting the word to the action at every step. The wife took occasion to ask questions, and the husband to raise objections, all of which were met promptly by the demonstrator. It was a realistic performance, such as might take place in any electric light company's sales room, and suggests the possibilities of the phonofilm as an educational as well as an advertising medium.

An interesting side-light is that Thomas Edison, inventor of both the motion picture and the phonograph, visited the Servel Booth during the convention and there met Dr. DeForest, whom he congratulated on his achievement. Dr. DeForest gave him a strip of this "talking film" as a souvenir, and it was this film that Edison showed our distinguished visitor, the Crown Prince of Sweden, when he visited the Edison laboratories at East Orange.



EXAGGERATION was one of the ancient epithets hurled at advertising by its habitual detractors. In the campaign for Gibson Refrigerators a possible vice has been transformed into a positive virtue. Used candidly and innocuously in a visual form, exaggeration serves to arrest the wandering attention and graphically indicate the tremendous bulk of family food purchases and the consequent importance of good refrigerators. The immediate needs of gargantuan pieces of butter and the incredible bottles of milk are definite. And the monotonous lack of imagination which would threaten such a series has been completely and deftly avoided

The Scope of the Advertising Agency

By Roy S. Durstine

Secretary and Treasurer, Barton, Durstine & Osborn, Inc., New York

ONE evening, recently, a certain after-dinner speaker, occupying a very prominent place in public life, was talking about advertising to a gathering of newspaper publishers. As his speech progressed it became evident that he was congratulating his audience on its ability to write advertisements and to buy unusually fine pictures for the advertising pages of the magazines—and his audience was almost exclusively composed of advertising managers of newspapers and their publishers.

Yet those who listened to him realized that it was not his fault if his ideas were hazy about the way in which advertising is prepared. Probably he never heard of an advertising agency.

We, who spend our lives in the agency business, realize better than anyone else how profound is the public's lack of knowledge about our daily work. All of us repeatedly are being asked by our friends:

"Just what does an advertising agency do?" Perhaps it is our fault that this situation exists. Perhaps this is something which must gradually remedy itself.

It may be argued that the public is not concerned about us and that if our customers and the publishers who pay us our commissions are thoroughly concerned with what we do, that is all that matters.

But is it? Every agency numbers among its customers those who represent every shade of understanding of the functions of an advertising agency. Every agency man knows that there are some of his customers who either by instinct or experience seem to know exactly how to utilize all the services of an advertising agency with the least lost motion for everybody. Every agency man knows how much more effectively an agency operates under those conditions. That is why we have welcomed the Harvard Business School's new method of teaching several hundred future executives not just to



write copy or make layouts, but to understand what advertising is and how to apply it properly.

TWO agency executives in recent articles deplored the general lack of understanding about agency work. One of them gave the public a very comprehensive description of advertising. The other urged the American Association of Advertising Agencies to cooperate with the Association of National Advertisers in a campaign of public education. Probably a way will be found to do something of this kind some day. Certainly we have been told often enough that the cobbler's children are going barefooted and that we ought to take our own medicine. The situation surely offers every opportunity for a field day of similar metaphors. But it has always been felt that there are three real difficulties in the way of such a campaign.

First, advertising agency service is by no means standardized. So far as I know it has never been the purpose of the Four "A's" to say to

its members that they must follow any beaten track in their daily work. The agency business is by the very nature of it an individualistic business and nothing would be more disheartening to individual creative effort than to be told exactly how it must perform.

The second reason is that advertising agencies vary so tremendously in size. They run all the way from the so-called one man agency rendering a personal type of intimate service to the larger organization whose members are numbered by the hundreds. Each fills its own place in the general scheme of agency work. The advertiser is able to choose just about any size that best fits his needs. But the person who starts out to write a series of advertisements describing the way an agency works must remember that he is covering a range of service as wide as the spread between the service of a brain specialist and the Presbyterian Hospital.

The third reason follows naturally. It would be almost impossible to describe the functions of an advertising agency in any way that would apply to all agencies. Inasmuch as almost all of them have been the results of evolution, starting with a small group of people, it is natural that the kind of work done by the founders of each agency should determine the way in which the rest of the organization develops.

Here we have one agency started by a former solicitor and copy writer. Across the street is one in which an artist and space buyer and a service man have collaborated. Let each of those two agencies grow and prosper for five years and then try to match functions and you will see that a description which applies to one will come very far from fitting the other.

These are just a few recent examples of and reasons for the public's unfamiliarity with advertising agency work. But perhaps the most

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Getting Facts Through a Survey

By Paul T. Cherington

J. Walter Thompson Company, Inc., New York

A BUYER is not a buyer in legal terms unless he is someone "able, willing and ready to buy." These qualifications—ability to buy, willingness to buy, and readiness to buy—must all three be present or the prospect is not a buyer.

The hunt for a market for any product is in effect a hunt for people who have these three qualifications with respect to a given product. Between the producer and these people the distributing mechanism intervenes so that the producer's market really is in two parts: (1) his immediate market—the wholesalers and retailers to whom he actually sells, and (2) his ultimate market—the consumers to whom his goods are destined whenever they are able, willing and ready to buy.

The study of the immediate market is rendered difficult by the absence of any trade census figures.

For all those who construct marketing plans, or who try to interpret sales records intelligently, there is no more disconcerting gap in the supply of basic data than that due to the absence of official figures for the channels of distribution.

The lack of generally accepted definitions for even the principal trades is, of course, only one of the troublesome phases of the absence of census statistics in this field. The term "grocery store," for instance, may range in meaning all the way from an Armenian popstand with a glass or two of pickles on the shelf to a highly departmentized grocery combined with fruit and vegetable, meat and bakery shops. Or again, a village general store may call itself a "department store" while a highly departmentized shop for ready-to-wear clothing may refuse to be classed as one because it sells no piece goods.

Before it is possible to formulate trade figures which can be accepted as even passably accurate and used with confidence, there must be both an agreement on definitions and the adoption of systematic methods of enumeration.



Even after definitions have been arrived at it usually is necessary to set up standards of classification within these trades.

The following descriptive classification of retail stores has served a useful purpose in helping investigators to appraise data collected in field investigations:

Class A. Stores of manifest excellence in their respective lines, giving courteous and intelligent service and catering for the most part to a discriminating clientele. The volume of business done is of minor importance.

Class B. Efficiently managed stores catering to a clientele the majority of whom are people of moderate means and at least ordinary intelligence.

Class C. Slipshod stores doing business for the most part with slipshod people. The clerks in these stores frequently are limited in outlook and except on a question of distribution are not as a rule worth interviewing.

Class D. Not necessarily inferior to Class B and Class C, but of a different type. Class D stores are found in foreign districts where it is difficult for American ways to penetrate. Unless the investigator has trustworthy knowledge of the language spoken in the district and of the local customs of the community group, he should be wary of visiting these stores, as he is more than likely to be entirely misled by appearances and arrive at unwarranted conclusions.

In spite of all the difficulties of study in this field due to lack of data the determination of trustworthy facts about the distributing mechanism is simple compared with market study of consumers.

Ability to buy on the part of consumers can be fairly well measured. It has only two dimensions, people and money. The relative importance of these two factors depends mainly on the nature of the product and the use to which it is put. The market for drinking water coincides precisely with the population, since nobody can live without this commodity. This, of course, is the only commodity in which the correspondence is perfect, although some other "necessities" having a low unit-sale price come very near it. At the other extreme are such things as extravagant luxuries for which, regardless of total population figures, it is only worth while to consider the few people with sufficient income to make them able to buy.

The big task of advertising is to select from the entire population with as little waste as possible those people who are able to buy and to make them willing to buy when they are ready or, in some cases, to stimulate both willingness and readiness. The study of the market thus falls into two distinct parts: first, the discovery of those who are able and, second, the discovery of a way to make them willing to buy A's product when ready, or to make them both willing and able to buy it at the advertiser's own chosen time.

For the first part the quantitative figures covering population, income and such other measures of buying power as are available, such as automobile registration, telephone subscriptions, and magazine circulations answer all practical purposes. These are in reality naturally operating processes of selection of people economically capable of moderate expansion of their spending habits and, consequently, people able to buy many advertisable products.

When it comes to discovering the facts on which to base plans for developing willingness and readiness to buy, the task is much more difficult than the discovery of facts about ability to buy. The markets

[CONTINUED ON PAGE 68]

THE • EDITORIAL • PAGE

An Economic Factor in Civilization

WITH this sweeping and significant statement Judge Vernon W. VanFleet, member of the Federal Trade Commission, opened his address at the Philadelphia Convention:

Advertising is the product of civilization and one of its essentials. From the narrow concept that it is the means only of the individual to market his wares for his benefit alone, it has come to be recognized as an economic factor in civilization itself.



The Gulf Stream of Human Nature

A WELL-KNOWN publicist, an editor, Walter Lippman, has written a book called "The Phantom Public." It arouses his ire, this phantom quality; this unpredictable, changeable and, to him, rather unsteady public.

There have been many wails of this character from those who have tried to make over the political and social ideas of the public, and failed. Why is it that the advertiser is succeeding where the publicist so often fails? Why is it that the advertiser in the pages of a paper often has more influence over the reader than the editorial writers?

It would be claiming too much to say that it is because of the greater ability of the advertiser, though there is some truth in that claim. Nor is it, as some would say, merely because the public is more easily influenced toward material possessions than toward ideas. Ideas have been "sold" very successfully by advertisers. The public fades into a "phantom" before the harangue publicist because the publicist so often is a bad psychologist. So, too, are many unsuccessful advertisers. They do not use the "gulf stream" and currents of human nature. It is not for nothing that there are more and more high-priced copy writers, more and more high made art in advertising.

The public is an elusive phantom, a fickle jade, only to those who desire to push back the tide, or tilt water up-hill, or command the sun to stand still. That the American public can be led in the direction it wants to go; in the direction of its obvious best interests, is an established fact; and none have helped establish the fact more definitely than advertisers who know their business.



Pyrrhic Progress

ONE of the many sardonic fruits of the World War is a new mode of progress in business which has been discovered for stubborn Europe.

The Belgian steel plants were demolished by the Germans during the war, so there was no possibility of continuing to operate those plants. They were "done for." With somewhat doleful faces the Belgian steel men set about the task of reconstruction of the steel business. Since there was no way out by utilizing the old plants, the manufacturers set about to install the newest construction.

Now, since these new Belgian mills have been in op-

eration they have produced steel so cheaply that it can be exported into England and sold considerably cheaper than English steel, which is made in old mills, greatly over-manned! The English, not having had their old mills willfully destroyed, cling to them as if they were precious heirlooms.

Thus a devastating fire is shown to be the imperious agent of progress. What a wonderful opportunity for the imagination to guess how much the world would be advanced if its obsolete equipment of every sort were suddenly forcibly taken from it by fire, the ruthless destroyer! Modern men in Europe are literally begging manufacturers there to put in new machinery, adopt new methods. In Germany a lively debate is in progress as to whether it will be better to adopt new American methods at once or wait until Germany can develop her own advanced methods. England is bestirring herself to modernize, but finds it hard to "scrap." The operation is painful, but it must obviously be performed, either by voluntary action or by fire, earthquake or catastrophe!



\$100 Awarded

THE recent award of \$100 to Stephen Bourne of 247 Park Avenue, New York, by the New York Times for information which led to the arrest and conviction of Edwin Arden Noblett for using the advertising columns fraudulently, is the sort of news that is calculated to increase the public's respect for the advertising columns of the better newspapers at the same time that it is throwing some wholesome fear into the would-be unscrupulous advertisers. In cooperation with the World, the Times succeeded in having Noblett sentenced for fifteen years.

We doubt if any \$100 the Times has spent in many years has done more to increase the value of its columns to honest advertisers. Would that every newspaper and every magazine followed as militant a policy.



In Every Advertisement

IN the book, *Advertising and Selling Digest*, bearing the imprint of the Advertising Club of New York, and being a compilation of the lectures comprising the New York Club's advertising and selling course of last season, occurs a statement by Harry Varley that might well be permanently lettered on the walls of every room where advertising is prepared:

Every advertisement should be written as if it were the first advertisement on the subject.

It is the absence of the most elementary facts about products and services that results in so much advertising falling short of making sales. There are always a number of questions that must be answered before a sale can possibly result, and so far as possible those questions should be answered in the advertisements—and in every advertisement.



Courtesy Radio Retailing.

WHAT is the best outlet for radio—a hybrid, the union of furniture, electric mechanism and music? It has been claimed by furniture men, sporting goods stores and even jewelers. Mr. Haring feels that the personnel, which should be musical, is more important than the classification of the retail organization. In his opinion the radio shop is the logical outlet for cheap sets; the music store for expensive ones

Radio Dealer Problems

By H. A. Haring

THE youthfulness of radio, one of the infirmities that "ail" the industry, is the key to the Pandora's box of the radio-dealer problem.

To an outsider who studies radio the dealer problem is a joke because of its sheer simplicity. To the insiders—and this means primarily the manufacturers—the problem is a shadowy skeleton pointing a ghostly finger now here, now there, and screaming raucously the question: "Who makes the best radio dealer?" Those within the industry have so far lost their perspective by thinking of the ghost of radio (the dealer problem) that they are behaving like so many schoolboys. They are running in fright. A week spent in calm study, buttressed by clear thinking instead of nameless shudders, would clear up the problem.

Radio is young. Nowhere is this youthful character more apparent than in the inexperience and the boyishness revealed in dealer policies. Furthermore, it is in their dealer policies that the tiny group of manufacturers who will survive, outshine those who are doomed to fill the ditch of casualties. These

manufacturers, mature in experience, masters of factory methods, have taken time to study and investigate and think. They have, accordingly, planned their distribution; they have, beginning with the late months of 1925, begun to hand-pick their dealers; they are, in particular, showing courage to cut off unfit dealers. "Courage," in commercial affairs, is not the mark of youth; business "courage" comes from experience and mastery.

The problem of "Who makes the best radio dealer?" is greatly beclouded by the trade-paper publishers, whose solicitors befuddle the shuddering manufacturers with their favorite misconceptions. Furniture publications, fortified with "surveys" and colored graphs, "prove conclusively" that the furniture retailer is the ultimate radio outlet; hardware publications, with equally convincing statistics, upset this by showing that hardware stores control small-town selling; electrical publications show the utter rot of such an assumption with their favorite method of calculation; then come the music-trades publications to argue that their clientele is made up of the only gentlemanly retailers

in America; followed closely by another group whose claims are brazenly made that the department stores control some tremendous percentage of radio sales.

The common misconception that radio is like this or like that has wrought much damage to radio by obscuring the radio-dealer problem. That problem has been further complicated by the confusing and contradictory solicitations of those who alone, as a class, have made money out of radio: namely, the publishers.

In the first article of this series a passing mention was made of the antecedents of our radio makers. One who wishes to understand the radio-dealer problem gets his first clue through the confusions of that problem when he makes a list of radio manufacturers and then sets down in a parallel column their previous business experience. The radio maker who was an ex-bicycle fancy rider marketed his sets through the only business channel of which he had any knowledge: the bicycle shop. The ex-telegrapher rushed to the electrical shop; the automobile designer, to the local garage; the ignition maker, to automotive accessory dealers; the speedometer maker, to

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

*A*N advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Gilson B. Gray
E. Dorothy Greig
Mabel P. Hanford

Chester E. Haring
F. W. Hatch
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
A. D. Lehmann
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank W. McGuirk
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
P. J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright



NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

the automotive specialty dealers; the telephone maker, to telephone and electrical repairmen; the ex-phonograph and ex-piano makers, to the musical store.

In choosing their distributors, the same practice was followed. Consequently it resulted that by 1924 radio makers had unwittingly run into grooves of distribution. Of planning there was none; of "trusting-to-God" there must have been enough to found a new faith. Radio manufacturers were inexperienced in their youthful industry. They selected distributors such as they could get. Ability to pay factory invoices was more vital than strategic dealer policy. An ignition distributor introduces radio to ignition dealers; an electrical distributor, to electricians; a furniture distributor, to furniture dealers; and so on.

And each of these distributors was prepared to argue with the manufacturer that his particular type of dealer was the logical radio outlet. Only too often the manufacturer, being himself of identical ex-business training, was of that opinion without argument. The result is that radio makers, without premeditation but solely as a result of the youthfulness of their industry, became set in certain molds of retail distribution.

Not until the late months of 1925, when real radio merchandising emerged, did anyone get aroused to what we now know as the "radio-dealer problem."

A person with nothing at stake in radio may find a great deal of excitement in a study of radio dealers. One of the largest dealers in Cleveland is a furniture store five miles from the Public Square whose name is probably wholly unknown to a half million Clevelanders. In Chicago a highly important outlet is a group of three stores, under one ownership, three miles from the Loop; another interesting Chicago dealer is an electrical shop, in size not greatly larger than a kitchenette, which in four months sold 120 sets of a single make at \$213.50 each.

In Akron a large, if not the largest, dealer is a jewelry store; in Atlantic City may be seen an illuminated sign, three stories high over the front of the building, with the words: "Paper, Paper Hanging, Radio." At Waukegan, in April, a leading retailer covered the front of his three-story building with a sign: "Selling out clothing stock and fixtures to give undivided attention and space to our big radio business."

From clothing to radio! Is it

any wonder that radio has its dealer-problem?

What the proprietor of this clothing store told me himself serves to illustrate the thrills of investigating such a new industry as radio. He is a leading dealer. Two years ago he offered a radio set as a prize—the "finest piece of business that ever came to us," in his own words. He talked radio to so many people that he became interested himself, and after awarding the prize he sold thirty more of the same make. With many friends, being something



Courtesy Radio Retailing

of a local politician and a member of the school board, that ex-clothing dealer is today distributor for three makes of radio and lays claim to having done the biggest retail business in Waukegan in 1925.

Near Hartford the best outlet for one make of radio is a filling station; just outside of Chicago, a drug store has made itself an important retailer for the highest priced radio on the market. All the helter-skelter "types" of radio dealers confirm the statement that radio is not, essentially, like anything else we have had. Radio has no distinctive "type" of dealer. Were a census to be taken of those who have scrambled into radio retailing, more significant than any statistical result would be their illusion in thinking that "all they had to do was to exhibit the sets and then telephone the

police to hold back the crowds of buyers."

Who, then, does make the best radio dealer?

Every manufacturer has his own answer. Every manufacturer qualifies that answer by appending a few "buts" or "ands" or "ifs."

In support of his answer each refers to some "survey" or some "questionnaire" or some sort of statistics, which gave a rating to types of dealer outlets. To the individual manufacturer his answer is conclusive.

An identical answer might, however, have been written without waiting for the return of questionnaires and without spending the postage. The answer was dictated by the manufacturer's previous business experience. He selected distributors; they appointed dealers. The average distributor will not reach out to unknown dealers, will not branch out unless the manufacturer is behind him, any more than the manufacturer himself broke away from his former business acquaintances and connections.

Not until the 1925 season was there any appreciable effort to climb out of the early ruts of radio selling. In the brief time since the radio-dealer problem emerged, all radio interests are attempting to determine upon the best type of dealer.

First of these methods has been the use of statistics. The manufacturer's desk includes a percentage tabulation of his dealers. The jobber keeps a similar record—to say nothing of the contradictory tables submitted by advertising solicitors. There may be manufacturers who have weighed these percentages for sales volume. If so, they have eluded my notice. One exclusive radio shop, one hardware store and one department store are rated as "one" each. No varying effect is given to represent the worth of the outlet that sells six sets a year. It is rated as the equivalent of the dealer who disposes of 25,000 sets, as many of them do.

Clear thinking has, therefore, been lacking. To rate a small outlet against a large one is to mix the facts. When facts are not properly tabulated, the conclusions are bound to be wrong. The second of these methods has not been a method. Rather it has been the lack of methods, the lack of analysis of radio selling. Radio is a complex bit of merchandise. A receiving set is a complicated electrical device, a piece of furniture, a musical instrument and a talking machine all in one. "Deprive it of competent elec-

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Steam Railways to Continue Liberal Expenditures

CAPITAL expenditures of \$822,000,000 have been authorized by the Class I railways of the United States for equipment and other additions and betterments in 1926 exclusive of current repairs and maintenance, according to a recent report of the Bureau of Railway Economics.

You can reach this important market effectively through the five departmental publications that comprise the *Railway Service Unit*—they select the railway men you want to reach, for each one of these publications is devoted exclusively to one of the five branches of railway service.

All five publications
are members of
A. B. C. and A. B. P.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

New York, N. Y.

608 S. Dearborn St., Chicago

6007 Euclid Ave., Cleveland

New Orleans, Mandeville, La. San Francisco Washington, D. C. London

The Railway Service Unit

Five Departmental Publications serving each of the departments in the railway industry individually, effectively, and without waste.

Advertising the Public Utility

By M. S. Sloan

President, Brooklyn Edison Company

THE utility must sell its service in order to live. That means that it must make its service worth selling, which means worth using and paying for. It must sell its service at prices which will induce the widest possible use, and still keep it solvent and give it good credit. Its standards of service and its prices, mind you, are subject to the orders of public officials, because it is under the law a business affected with a public interest; so in effect the public has a control over its affairs which extend far beyond the decision whether or not to be its customers. And finally, since it is a business affected with a public interest, dependent on the use of public property under legal grant for the conduct of its business, supervised and regulated by agents of the public, the utility must sell itself to the public as an institution worthy of public confidence, public respect and public approval.

The growth of public utilities is one of the outstanding phenomena of our country's amazing progress. We accept them today, yet in our parents' time they were struggling pioneers. And today they are still pioneering—reaching out into territory not yet served, or insufficiently served, and bringing the genius of science, the skill of finance and the devotion of unconquerable zeal for improvement to bear on the needs and desires of mankind. Exemplifying their remarkable growth, take the record of the electric light and power companies. Their installed generating capacity on January 1 of this year was practically double what it was on January 1, 1920. The number of their customers in all three groups—domestic, commercial and industrial or power—practically doubled in that period. Their capital investment at the end of 1925 was somewhat more than double the investment in 1920. But their gross revenue for 1925 fell almost \$400,000,000 short of being double their gross revenue for 1920, which was an indication, among other elements, of a lowering of rates.

Such growth is an evidence of the pioneering I have spoken of, which is another way of saying that they



have been diligent at their selling job. Every time a new generator is installed in a power house, a load must be built up for it. In order to keep that new generator working profitably and not eating its head off in fixed charges we get out and sell electric service to new homes and stores and factories, or sell more electric service to homes and stores and factories already using it. Advertising helps us to prove that the service is worth the price, and to lower the price from time to time as the volume of our business lowers the unit costs.

AN understanding of these basic facts by the public is essential to the utility on two counts—first, to make selling service easier, or to break down sales resistance, as I believe is the technical term in your profession; and, second, to break down a long-standing suspicion in the public mind that utilities are profiteers and habitual robbers of the people, which frequently impedes the carrying out of plans of far-reaching social benefit.

So in recent years the utilities have taken to advertising. Ten years ago advertising by public utilities was unusual. It was confined to organizations which were very large, or were far-visioned, or both. It was, almost always, what in my branch of the industry we call

merchandise advertising—matter to sell electrical appliances, gas ranges and the like. At that time I doubt whether all advertising which might be credited to utilities, including financial notices of new issues of securities, would have exceeded four or five million dollars a year. Last year, according to our Public Utilities Advertising Association, the aggregate of advertising expenditures by all branches of the utility industry amounted to \$25,000,000 and it is estimated that during the present year the expenditures may well amount to \$27,000,000 or \$28,000,000, with about \$20,000,000 of this good round sum in payment for advertising in newspaper columns.

The utility, being a quasi-public agency, is required by law, and by all considerations of good business and sound public policy to conduct its business openly and publicly. Some wit has said that there is no more concealment of their affairs than there is in the art of cookery as practised by the man baking flap jacks in the window of a Childs' restaurant. Officially that is true. Our accounts are kept according to a standard form stipulated by the official regulatory bodies; and our reports, which are public documents, are made up in the vast detail these bodies require and sworn to. These reports, however, are technical, and while useful as matters of record, are not often consulted by members of the general public. Hence a more general means of contact with the public, and a more interesting and human one, is needed. Advertising, chiefly newspaper advertising, has been found to meet the need.

Advertising has enabled us to obtain capital in large sums without which necessary and desirable extensions of our service would have been impossible. It has permitted us to tell facts about our service and the companies which furnish it which have convinced investors that their savings would be safe, and profitably employed, when put to work in the utility business. I think I am well within the facts when I say that without advertising the success of the customer-ownership method of selling securities, which has

[CONTINUED ON PAGE 61]

Tell It to Sweeney—Hessel did, twice!

MEET Morris Hessel, master merchandiser. Five years in the retail fur business, out of wholesale; fifteen in this country, out of Austria; and only thirty in this world. Ten years ago, with William Weinberg and Ben Hertz, he started manufacturing fur coats. The firm knew how to make fur coats.

They also had certain convictions: that a good reputation exceeded rubies, that their word outweighed gold, that honesty was the only practicable policy in a business where others sometimes assumed it wasn't. The trio is a simple partnership even now. Every check bears three signatures. Each partner bears triple responsibility.

Business from the start was good. The war came and business was better. The 1920 slump came, and business was terrible—but not for Hessel, Weinberg and Hertz. They had airtight contracts made in the spring of 1920 at prevailing prices for fall deliveries. John Wanamaker said it was time to deflate, and did so drastically. John Wanamaker was one of their customers. Morris Hessel observed the situation. A silent young man, one of his characteristic expressions is "It's reasonable." What Wanamaker's was doing seemed reasonable. So *H. W. & H.* adjusted all their orders to lower fall prices, or cancelled them altogether—although their pelts on hand had been bought at peak prices. They will show you Wanamaker's framed letter of commendation. This step cost \$75,000 and wiped out four years surplus.

Morris Hessel was tired of manufacturing when he couldn't control sales, and decided to try retailing. The trio opened a retail store on Sixth Avenue, corner of Thirty-seventh Street, a single frontage with salesrooms one flight down. To distinguish the store from their wholesale business, they called it Wilson's.

They started advertising through a local agency, using various papers. John Glass of The News stopped in one day, early in January 1922 and saw Morris Hessel. Hessel is one of the world's champion long-distance listeners. He thought the News rate too high, but agreed that a low rate paper might not be the best business getter. Glass asked him to test his copy, to ask customers where they saw the advertising.

Hessel tested all Spring, until the season was over. In July, he cancelled his 2500 line contract with The News, paid the short rate, and signed a new contract for the lowest rate he could get. Between August '22 and September '23, Hessel, Weinberg & Hertz

used 110,886 agate lines in The News. They drew customers by thousands, and absorbed their entire factory output. Their unit of sale averaged \$100, and still does. There are interesting exceptions to this average, however. People in the business sent their friends to Wilson's. Women who knew values came to save money. One actress bought a sable wrap for \$10,000. Her friends think it was made for her in Paris. Sounds reasonable!



Hessel, Weinberg & Hertz carried out their usual policy. The slogan of Wilson's was "Truth in Furs." Every price tag tells the name of the actual skin used and the price in plain figures. Every coat is guaranteed against defects in manufacture for one year, and the purchase includes an insurance policy against theft or loss.



The News is proud of this account, because much of Wilson's success came from The News. Morris Hessel will tell you so; 90% of all the store's advertising has gone into The News. On their third contract, between September '23 and April '24, Wilson's used 102,502 lines; on the fourth, between May '24 and February '25—111,044 lines. And last year—read on, to the

* * *

SECOND CHAPTER—A year ago, the partners decided to expand. Selling more fur coats than anybody else in New York and working Wilson's to capacity all the time, they needed more room. So they opened a new store, for a better type of business. Thirty-seventh Street, a hundred feet off Fifth Avenue—Selbert's, Ltd. The store is named from a combination of syllables in the partners' names. It was expensively fitted, newly staffed—a Fifth Avenue store throughout. They contracted for hundreds of thousands of dollars worth of new stock.

It was a serious step. "If this flops," said Weinberg, "it's back to shirt-sleeves and the bench for us." So they considered advertising very seriously—where the new business was to come from. They didn't expect it out of The News, and were even afraid to compete with themselves in The News.

They opened last August. Ten newspapers were used, with only "representative" copy used in The News.

Forty thousand dollars were spent the first month. Almost as much the second. They checked sales constantly. And found that despite the competition of nine other papers, The News produced the highest quota of sales per dollar spent. So a major share of Selbert's copy has since gone to The News. The Hessel, Weinberg & Hertz contract for both stores, from February '25 to February '26, ran 199,840 lines—

and Wilson's closed this season with a volume of more than \$900,000. Selbert's reached \$800,000 in its first year, with the average unit of sale slightly in excess of \$200. The Sweeneys can read all price tags! And if you know any newspaper which has equalled this record for productivity, we'd be much obliged to learn of it.

* * *

THIRD CHAPTER—This outfit won't be satisfied with Thirty-seventh Street forever. If some real estate man has a lease expiring in a year or so on some desirable Fifty-seventh Street store, or on the Avenue near Fifty-seventh Street, we suggest he see Morris Hessel about that time. And when the third shop starts, we know that The News will again produce a record of higher-unit sales.



If at this point we have to tell you why you should Tell It to Sweeney, the average family in New York, through The News—you're hopeless! A million circulation is an inexhaustible market for anything, including your product. The News has more than a million every day. The small page gives advertising more visibility, more reader attention, more effectiveness, less advertising competition—at lower cost. The national rate is now \$1.40 per line, lowest per thousand circulation in New York. We usually have a rate increase every Fall. If your Fall schedule isn't in our shop, please get it in as soon as possible. Thank you.

THE NEWS
New York's Picture Newspaper

25 PARK PLACE, NEW YORK
Tribune Tower, Chicago



General view of dinner given in honor of overseas delegates by Philadelphia Club of Advertising Women, Ritz-Carlton Hotel, June 20

Advertising Clubs Hold Annual Convention

Portions of Addresses Delivered Before Various Departmental Sessions at the Meeting Held Last Week in Philadelphia

Newspaper Space for Public Utilities

By Louis Wiley

Business Manager, *New York Times*

ONE of the excellent results of advertising by companies having extensive public relations is the effect upon the employees themselves. The public utilities may learn something in this direction from the great department stores. In such stores the employees are required to know what the company has advertised in the daily papers, both merchandise and institutional copy. The managers find that the employees take the keenest interest in the public advertising of the stores' policy and goods. There is something stimulating in knowing that the news of the firm has been spread abroad. The influence which such advertising has upon employees is quite different from that made by a mere printed house organ or inspirational statements circulated only among the workers. Public utility advertising in newspapers should be carefully calculated to have the right effect upon the employees as well as upon the public.

Almost every public utility has been faced at some time by an emergency affecting its service to the public. Upon such an occasion it is wise to take the public into your confidence by frank statements of facts. That the newspapers afford the most effective means of doing so is obvious. I mention this in passing only to go on to another great world-news event which has recently taken place, and which has illustrated the necessity for news-

papers, and the public confidence which newspapers instill. The British general strike has, happily for civilization and everywhere, been won by the forces of orderly government, and for that victory we owe a great debt of gratitude to that wise and courageous leader, Premier Baldwin. But for days the British people were without newspapers, save for a few copies of the official *Gazette*, and mimeographed sheets of information. The wildest rumors were spread abroad—one was that 150 persons had been killed in a riot. Among a less level headed people than the British such rumors might have led to violent disorders. The point to remember, however, is what authority the printed news has, and how unreliable is irresponsible rumor, vouched for by hearsay. There is no calming influence at a time of excitement which can rival the truthful news. Among all the public services the newspaper renders, none is more important than the spiking of lies born of gossip. When you reflect upon the power of the printed word, bear this aspect of the daily newspaper in mind.

Where Business, Art and Profession Unite

By H. E. Lesan

President, H. E. Lesan Advertising Agency, Inc.

ADVERTISING is the only place where all the businesses and arts and professions unite, and advertising talent is the only talent which demands that a man qualify in all of them.

Advertising is manufactured or produced as the business man produces things to pick up and lay down, wrap and carry away, with all that means to the business man. It is written with all that means to the writer; published with all that means to the publisher; illustrated and decorated with all that means to the artist; built with all that means to the architect; practiced with all that means to the lawyer or doctor, and it carries with it a moral responsibility second only to ministers and other public teachers who consciously and unconsciously mold mass consciousness with the spoken and written comment on contemporaneous life.

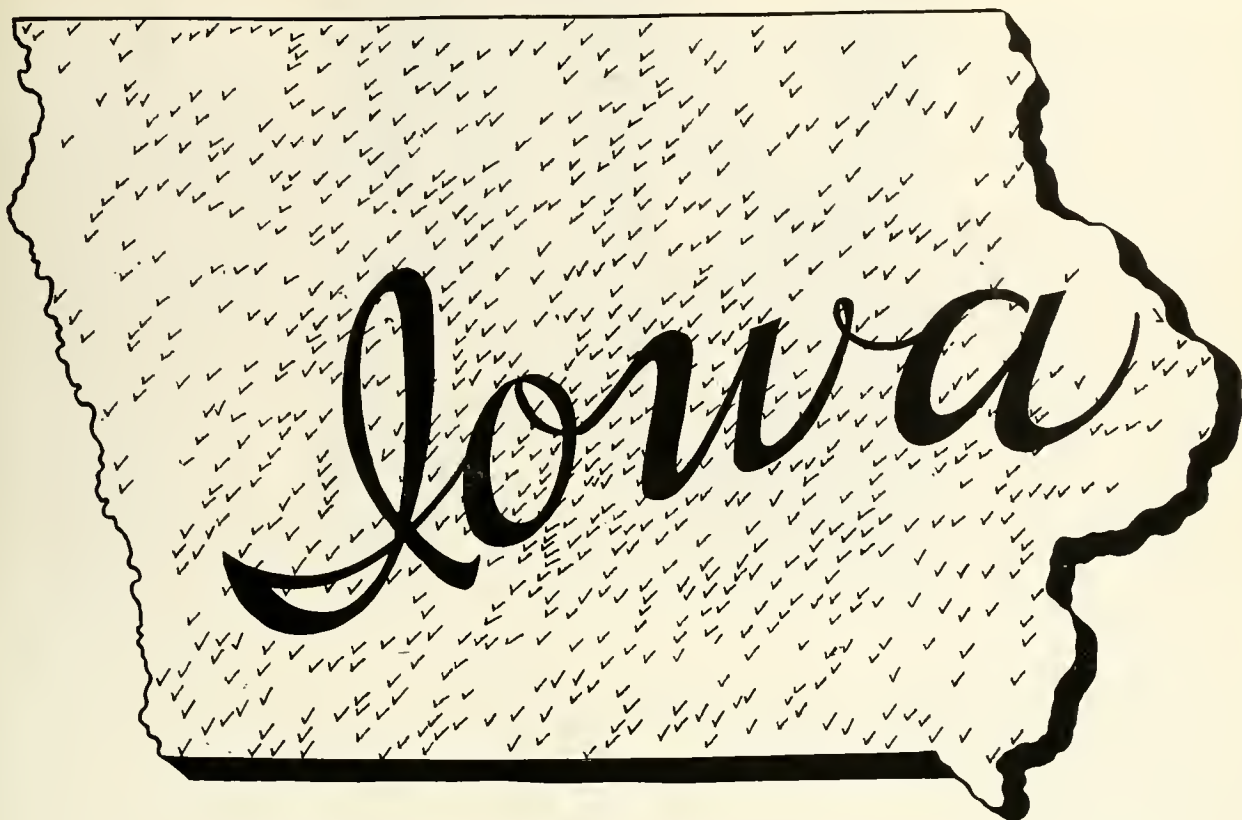
What Medium for the Retail Store?

By David Lampe

Advertising Manager, The Hub, Baltimore

IF your store is situated in the trading area of a quarter of a million people, if the city itself has 150,000 people in it, and if there are four daily newspapers each with no more than 25,000 circulation, it is obvious that your newspapers are not yet strong and that you must depend to a great extent on direct-mail advertising to keep your business growing.

If, on the other hand, you are situated in a trading area of a quarter of a million population, with practically all of that population within the limits of your city, if there is no population to speak of in the outlying districts, if you have two daily newspapers, each



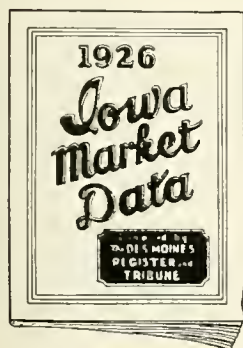
20% to 90% Coverage in Every Town Checked—

In the 801 Iowa cities and towns checked on this map the Sunday edition of The Des Moines Register and Tribune reaches from one-fifth to nine-tenths of the families. ¶ In these 801 cities and towns, therefore, as well as in Des Moines, merchants sell products advertised in The Register and Tribune.

THE DES MOINES REGISTER AND TRIBUNE

May Circulation, 181,473 Daily
Net Paid

154,052 Sunday



Write for "1926 Iowa Market Data"—a carefully compiled picture of the Iowa market. Shows population—number of families, and males and females over 16 years—wholesale and retail distribution—for every town of over 1,000 population.

Map showing electric service lines—number of electric appliances in use—list of all gas plants and gas appliances in use by cities.

Auto registrations and sales by counties—Iowa crop and livestock statistics for 1925—data on Iowa manufacturing. Names and addresses of all Iowa jobbers of groceries, drugs, auto accessories, confectionery, hardware, radio and electrical appliances.

Map of Des Moines retail trade territory and data on city of Des Moines. Sent to any address on request.

with 75,000 circulation, it is obvious that those newspapers can do almost everything you want done in the way of building up your business. And, so, in a general way, direct-mail advertising is most important in those areas where newspaper coverage is weak.

Stores in big concentrated cities, with no outlying territories to draw on, spend as much as 90 per cent of an advertising appropriation in the newspapers, and ten per cent in direct-mail advertising.

The average, disregarding extreme cases in which there are absolutely no suburbs or in which there is absolutely no city, seems to be about 18 per cent of the entire appropriation.

The next question after how much a store should spend on direct-mail advertising, is where shall the money come from? The question is, shall it be deducted from money previously spent in newspapers? The answer is, if you have been spending too much money in the newspapers (and such a thing is highly possible), *yes*. But the warning is, be sure not to take money from the newspaper appropriation unless it is a well-established fact that you have appropriated too much to newspaper advertising. If you divert money from newspaper advertising appropriations to direct-mail advertising, you are not fundamentally doing a thing that will increase your business. You are simply changing your method of getting business.

The Church Should Use Business Methods

By The Rev. Kerrison Juniper

Pastor, First Congregational Church, St. Petersburg, Fla.

THE church is suffering today. Among other things, from a lack of practical lay help and expert busi-

ness advice. It isn't that men have lost interest in the church because they have grown out of some of her beliefs and dogmas, so much as they have lost interest in the church because they have never been brought into her service; they have never been asked to do any definite work for the church within their limitations.

Considering the time, money and energy expended by the church compared with other modern business organizations, the church today is considered by many a bankrupt concern. We know that this is not altogether true; nevertheless such criticism affords much food for thought and should command the careful consideration and investigation of our lead-

ers, even if they have to bring in advertising experts to help them.

The same expert knowledge is needed in the building-up of the church today. We must get down to facts. A thorough religious census will provide an intelligent survey of the religious attitude of the community. It is important to know exactly what the people living in your parish think of the church. Any criticism should be welcomed. Both the interested and indifferent have their ideas and impressions of the church.

By this means of investigation you will find out what the church means to them, if it means anything at all. You will learn why this man joined your church in preference to some other; why that man goes to another church instead of to yours; why this man never goes at all; and you will find out what it is that attracts them to your church, and what appeals to them and holds them when they are there. Some like the preaching; some like the music and others like the fellowship. You will then be able to come to definite conclusions, all of which should be invaluable. One conclusion you are certain to arrive at is that the



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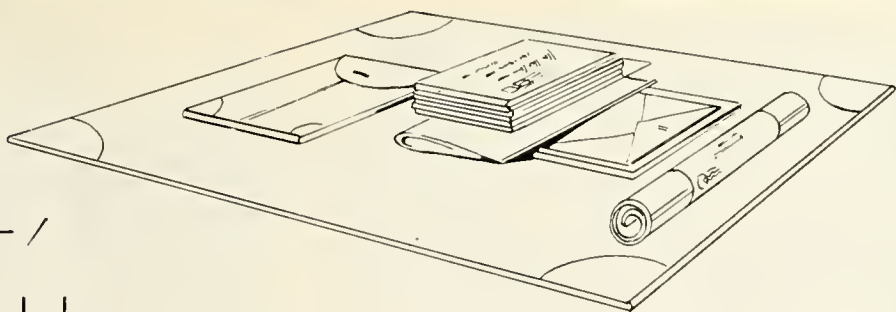
© Herbert Photos



© Underwood & Underwood

PHOTOGRAPHS showing the arrival in this country of the overseas delegates to the convention, taken upon their landing at New York. At left, the British delegation; above, the Frenchmen being greeted by representatives of the New York Advertising Club. Photograph at top of page shows Mayor and Mrs. Kendrick of Philadelphia officially welcoming the convention to that city

MAIL,
MAIL,
MAIL,



~ it may be
DIRECT but is it-

directive?

ONE OF A SERIES ON "DIRECTIVE" MAIL

DIRECT mail may be good, often is—but these days it has to be better than good to get past the barriers that every busy executive builds up between him and the outside world—unless it carries a real idea, a known name or some other striking evidence of worth.

But *directive* MAIL—by which we mean mail that is certain to guide the business action of those who receive it, is by very nature *productive* mail. *Noblesse oblige*—such material is ordered, needed, wanted, paid for, sure to be put to good use.

Pick up any example of the Economist Group, for instance. The thousands of buyers and department heads for whom that issue was published have paid their good money to receive it. They have bought its editorial pages—they have bought its advertising pages. They will buy and sell what you have to offer, provided your product fits their businesses—and their businesses are big. Tell and sell the merchant and *he'll* tell and sell the millions!

We have no quarrel with "direct mail,"—under certain conditions it can be a highly effective selling force. But we *have* unbounded faith in the power of *directive* MAIL—a faith backed by cold logic, bolstered up by market understanding and brassbound by results. We would like to talk business with anyone who is hoping now or later to "open up the department store market." It can be done!

The ECONOMIST GROUP

DRY GOODS ECONOMIST MERCHANT-ECONOMIST

The ECONOMIST GROUP reaches buyers and executives in more than 30,000 stores in 10,000 cities and towns—stores doing 75% of the business done in dry goods and department store lines. Ask aid: 239 W. 39th St., New York—and principal cities.



LOST
in the jungle

Not long ago we made an interesting test. We asked the general manager of a busy department store in a city of 16,000 to save for us all direct mail matter of an advertising nature that came in during the week.

After three days of it he threw up his hands—"This is too much! Take it away!" There were no less than 793 separate pieces, proclaiming the virtues and broadcasting the benefits of this, that and the other thing, from filing cabinets to monogrammed garters—793 *promotive missiles* hitting a small store in three days!

What chance has your pet sales argument in competition with the other 792? Send it out in the form of *directive* MAIL—where you know it will be seen and studied. Send it out as part of a paid-for service that is ordered, awaited and put to work by more than 30,000 retail stores over the country.

For the department store market, the Economist Group is the "one and only"—its advertising pages the finest kind of *directive* MAIL. Your fast, certain, economical way to the minds of the men who matter. Come to headquarters for help.



© Phila. Public Ledger

minister must be a good salesman of the product he is selling.

Merchandising a Newspaper

By I. R. Parsons

Advertising Director, New York Telegram

WHAT is the difference between manufacturing and selling shoes or hosiery, or any other product, and manufacturing and selling a newspaper? In a newspaper we are manufacturing something to sell. We are seeking news, buying news, manufacturing news features, producing mechanically 36 to 60 sheets of paper folded twice, and we are attempting to sell what we have manufactured. In fact, let me go further with the parallel. In any store, for instance, we have counters and show-cases and windows. On them and in them we display our wares. By the attractive way we display our wares, and advertise our wares, and by the value of the wares themselves, and by the way we treat and serve our customers who come to look and to buy our wares, will our sales go up or down.

In any newspaper building, we start first with several white sheets made of paper pulp. They are our counters, display cases and windows. On these white-sheet counters we display our wares which are news, editorials and features of all kinds and descriptions. Then we offer these wares to the public through our circulation department, and the public buys or does not buy, as the case may be, according to the way they look upon these wares. If they do buy, they continue to do so only if we treat them well and serve them as they think they should be served.

You see, we newspaper men actually are in the manufacturing and retail

business, whether we realize it or not. But the sooner we do realize it the more successful we will be in making something of our newspaper, making it mean something, and grow.

National Community Advertising

By Don E. Mouery

General Secretary, Association of Commerce, Madison, Wis.

ANATIONAL advertising campaign for any community should be supervised by a national agency or by some such a person as a community advertising engineer, as President Hatfield put it this morning. It is true that there are many phases of many national community advertising campaigns which do not, necessarily, require this outside service. However, since practically all national advertising is handled through agencies, it is generally believed that a national campaign demands agency assistance.

The growth of community advertising is presenting another problem which, in future campaigns, must be given careful and studied attention. It is the problem of securing not agency assistance entirely, but technical or counselor assistance from the begin-

ning to the end of such campaigns as are initiated in a national way. Those who are employed in such work should be experienced in community undertakings and have knowledge of what applications should be made for given situations. It may be that this technical or counselor assistance will, itself, employ the advertising agency to handle, at least, the national phases of the campaign. The question is a new one and has not presented itself sufficiently to our community advertisers to warrant a full and complete statement regarding the ultimate outcome.

Make the Copy Ring True

By Robert Tinsman

President, Federal Advertising Agency, Inc.

ADVERTISEMENTS must ring true or they fail of their ultimate purpose.

The advertisement to achieve properly must rest on four fundamentals:

1. It must be planned to arrive.
2. It must tell the truth to be believed.
3. It must be attractive to be read.
4. It must be demonstrable to sell.

The final test of a good advertisement lies in its answer to the question:

Will it sell?

Will the salesmen use it?

If it is retail or mail order advertising, the use of test-copy, now generally practised, will speedily determine the answer. But if the advertising is designed to sell goods via the dealer, then the result is very often dependent to a large degree upon the effective use of the advertising by the salesmen and retailers.

It is here that simplicity of the basic idea is the copy-writer's best reliance for the most effective results.

[CONTINUED ON PAGE 69]



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CARNIVAL spirit characterized the advertising parade. At the top of the page are shown two typical floats of the occasion. Below, notables in the reviewing stand

Record Breaking! —in Radio Advertising!

THE outstanding leadership of The Cleveland Press in local radio advertising in the season just ended is a record never before attained in Cleveland. The Press ran 62,276 more lines of local radio advertising in SIX days than its nearest competitor ran in SEVEN days. In Cleveland, in the TRUE Cleveland Market, in all Ohio, The Press is the FIRST advertising Buy—and here are the figures:

Here is a list of the larger national radio advertisers who used The Press in Cleveland during the past season. Their judgment was sound, their choice of The Press was merited, their advertising campaigns were successful:

A. C. Electrical Mfg. Co.
Acme Electric & Mfg. Co.
Apex Electrical Mfg. Co.
Amsco Products, Inc.
Atwater Kent Mfg. Co.

Brach Mfg. Co.
C. Brandes, Inc.
Bremer Tulley Mfg. Co.
Brunswick-Balke-Collender Co.
Cambridge Sanitary Mfg. Co.
Carter Mfg. Co.
Central Radio Laboratories
Conneway Electric Laboratories
Clearstone Radio Tubes
E. T. Cunningham Co.

Dayton Fan & Motor Co.
De Forest Radio Co.
Dictograph Products Co.

F. A. D. Andrea Co.
Fansteel Products Co.
French Battery Co.
Freed-Bisemann Radio Corp.
Chas. Freshman Co., Inc.

Garol Corp.

Herbert H. Frost
Hope Webbing Co.

King Hiners Co.
Kenneth Harkness Radio Corp.
Kodak Radio Corp.

Glen L. Martin Aeroplane Corp.
Leslie F. Muter Co.
MuRad Laboratories, Inc.
Myers Radio Tube Corp.

National Carbon Co.
Radio Corporation of America
Radio Rahat Co.

Steinlite Laboratories
Sterling Mfg. Co.
Stromberg-Carlson Telephone Mfg. Co.

Thermodyne Radio Corp.
Teletone Co. of America
Victor Talking Machine Co.
Westinghouse Electric Co.
Work Rite Mfg. Co.

LOCAL RADIO LINEAGE

Season Beginning October 1, 1925—Ending April 30, 1926

PRESS (6 days)178,913 LINES

Plain Dealer (7 Days).....116,637 LINES

News (7 Days).....112,288 LINES

The Press published 67,428 more lines of local radio advertising than the daily Plain Dealer and the daily News COMBINED!

—AND THE TEN LARGEST CLEVELAND RADIO MERCHANTS PLACED THEIR ADVERTISING AS FOLLOWS—

PRESS (6 Days)142,128 LINES

Plain Dealer (7 Days)..... 51,681 LINES

News (7 Days)..... 85,055 LINES

Without exception each of the ten largest Cleveland radio merchants ran more advertising in The Press than in any other daily or Sunday newspaper. And they ran 5,392 more lines of radio advertising in the six-day Cleveland Press than in the seven-day News and seven-day Plain Dealer COMBINED!

The Cleveland Press

NATIONAL REPRESENTATIVES:
250 Park Avenue, New York City

DETROIT : SAN FRANCISCO

FIRST IN CLEVELAND



SCRIPPS-HOWARD

ALLIED NEWSPAPERS, INC.

410 N. Michigan Blvd., Chicago

SEATTLE : LOS ANGELES

LARGEST IN OHIO

Is It Poor Manufacturing to Cut Wages?

[CONTINUED FROM PAGE 20]

are able or inclined to think the matter through. It takes men of vision and high intelligence to realize that such a complicated relationship between wages and sales, inextricably entangled and interwoven across three thousand miles of continent, can have any real effect upon their own businesses. But any wage cut or increase does have a greater or less effect upon every other business, and in a surprisingly short time.

THOSE industries which have best learned how to pay high wages, while at the same time getting low labor costs per unit of output, are the ones which are most prosperous year in and year out, and which hardly know that there is such a thing as labor trouble. On the other hand, consider the various branches of the textile industry, coal mining and a few others. The workers are underpaid according to American standards. Periodically the front pages of the newspapers contain stories of strikes with more or less bloodshed, while on the financial pages we are regaled with unsatisfactory earning statements of the companies against which the strikes are aimed. How long is it since you heard of a strike in any of the Ford plants?

I do not believe that there is a business which cannot pay progressively higher wages and at the same time reduce costs. Great improvements have been made and are still being made by those who are trying to find better methods. We have not, and never will, reach an absolute limit to the possibility of increasing production. Invention and common sense working together will turn the trick in the future as it has in the past.

So I will cite a few instances in which it has been done. It is seldom the inefficient concerns which improve their methods. They are too hide-bound to believe that anything can be done. But show me a concern which has already greatly reduced its costs, and I will wager that it will be one of the first to find still further possibilities for improvement.

The Strathmore Paper Company, for example, once offered a bonus to its workmen based on the quality and quantity of their output. The innovation resulted in an increase of over 25 per cent in production. This increase had to be achieved through keeping to a minimum the amount of time the machines were shut down for repairs and through lessening the losses due to excessive spoilage.

Had this concern been like most, it would have sat back with a sigh of

satisfaction after achieving such an almost unheard of improvement. But it did not. Since then further improvements in methods have been made so that today those machines turn out more than twice as much production as at first. In other words, after raising good production 25 per cent, it went ahead and raised that production another 60 per cent. The workmen were remunerated for the greater production, yet the costs went down.

By studying the work of its loading and unloading gangs, the Armstrong Cork Company, which is the country's largest producer of cork products, found many better ways of handling that kind of unskilled work. Standards of accomplishment were set and a wage incentive offered to men for achieving the standards. Eighteen men shortly did the work that formerly required thirty-two, and each member of the gang received from 10 to 25 per cent more wages for doing labor that was no harder.

At the docks of the Bush Terminal Company the same sort of thing was done with the most ordinary kind of stevedore work. The workers received materially higher wages and the reduction in labor costs to the company was notable.

SUCH improvements as these increase what economists call "real wages," and it is only by constantly raising the real wages that we can prosper.

For that reason I am wholly opposed to basing wages upon the cost of living. In times of great emergency wages in certain trades which enjoy a monopoly of essential skill rise far out of proportion. When the emergency ends, such wages fall. The law of supply and demand sees to that automatically.

But there is no law—human, economic, natural or divine—which says that any worker is entitled to only so much of the world's goods yesterday, tomorrow and a hundred years hence. Yet that, in effect, is what basing wages on the cost of living implies. When based on the theory of "a living wage," the cost-of-living basis is not only inhuman and insulting to the worker, but unsound, for if it were generally accepted, it would preclude the possibility of greater prosperity for capital.

Had the sale of goods only kept pace with the growth of our population, the prosperity of this country would be far from notable. It is because all of us have steadily been able to buy and consume more and more things that we

are prosperous. Our per capita consumption of everything grows year by year. That makes prosperity. As this buying power continues to increase, per capita, we shall continue to prosper. When it stops, look for a depression. The idea that certain classes of people are entitled to only a certain amount of the necessities, to say nothing of the comforts of life, is deeply rooted in a lot of employers. That attitude was expressed by a benign, kind-faced old gentleman who, I happened to know, was notable for his philanthropic work in a number of fields.

A MEMBER of my organization, who was doing some work in his plant, had been impressed with the production achieved by the operator of one of a group of machines. The men were on piece work and all but this man made fair but not spectacular earnings. He made on the average about a hundred dollars a week.

One day he was missing from the job. We asked about him.

"Oh," said the old gentleman, "he quit when I had his piece work rate cut. Why he was making a hundred dollars a week! No workman is worth that much. That is the price of an executive. It's wrong for a workman to make such big money."

"But that man," I objected, "turned out so much production that he cost you less per unit of output than his fellows on the same job who earned half as much. He was worth every cent of what he made. He was one of your best investments."

But it was useless to argue. That man was convinced that while it was all right for a not particularly efficient member of the managing class to make a hundred dollars a week, it was somehow or other scandalous for a highly efficient member of the working class to make as much.

High wages, when they can be paid without making a product cost more than it will sell for, are the best possible insurance for a manufacturer against labor troubles and business depressions, which will affect him and everyone else, whether very directly or merely indirectly.

When high wages cannot be paid it is nine times in ten the fault of the management. I have never seen a concern so efficient that it held no possibilities for reducing costs while still paying high wages. The trouble usually is that the management is either too self satisfied or too sluggish to put forth the effort to find better methods.

A Chain of Influences Which Promote the Sale of Sheaffer Pens



① Mr. and Mrs. Young, who are typical of the 550,000 youthful and enthusiastic people who read Photoplay Magazine,



② are thrown into frequent contact with that strongest builder of new interests, the moving picture.



③ In the pages of Photoplay, Mrs. Young is stirred again with longings first acquired on the screen.



④ The advertising pages of Photoplay add a further link in the chain of influences brought to bear upon her living interests.



⑤ The dealer's counter card exerts a renewed and decisive influence for the sale at the point of purchase.



⑥ And three influences—the moving picture, Photoplay and your dealer's cooperation—have won a new customer.

Moving Pictures *DO* Move

Day by day and week by week, enthusiastic young Americans (like Mr. and Mrs. Young) catch from the moving picture new desires, new ideas that mould their living standards.

They are stirred by more healthy dissatisfactions than any other group of people you can think of.

Photoplay Magazine has gathered 550,000 of these gloriously discontented young people into a single group—and in its own pages rekindles their enthusiasms, first born on the screen, in new and desirable things.

In fine clothes and beautiful homes, in shoes and ships and sealing wax, or what have you?

The screen is selling *your* product, too—and Photoplay is following through to clinch the sale.

Your advertising in Photoplay will at once benefit from these influences and will earn in addition the warm cooperation of your dealers.

May we show you how other advertisers have capitalized this chain of influences to their profit?

PHOTOPLAY

Predominant with the 18 to 30 Age Group

JAMES R. QUIRK, Publisher

C. W. FULLER, Advertising Manager

221 West 57th St., New York

750 N. Michigan Ave., Chicago

127 Federal St., Boston

The 8 pt. Page

by

Odds Bodkins

HEYWORTH CAMPBELL gave a talk a short while since before the Art Directors Club on the theme, "How can one strive for originality and still avoid the eccentric and bizarre?"

His "how" is both interesting and practical: "In putting your thoughts down on paper," he said, "it is unwise to be deliberately conscious of the mediocrity, on the one hand, or originality on the other. It is more important to think of origin rather than originality. According to any standard dictionary definition, the word 'origin' means 'that from which anything primarily proceeds, the cause, the foundation.'

"I approach the problem from two opposite directions. First, I try the conventional solution, and next (tentatively discarding the formal) I try the unconventional; experimenting with new forms and searching for a new and refreshing presentation. . . . Before trying to be original, be sure that you understand and give the benefit of the doubt to old forms and tried customs. Do not let your desire to be clever interfere with your getting a clear and full understanding of the facts. No matter how fascinating the subject, first see the problem in its 'bread-and-butter' lineup.

"This method may be the best way to seek conservative originality. First, try the formal, then the informal solution of the problem. Do not try to combine the major virtues of both, but build your solution on the fabric of either one or the other. . . . Aside from this double method of approach, the sure-fire way to be original is to prevent your mind from becoming hermetically sealed to new ideas."

Sound sense, this.

—8-pt—

About once a year, I deem it worth while to repeat this observation by Sir Auckland Geddes:

"The first duty of every man, woman and child is to so order their lives, that they may make the least possible demand at all times upon the energy of others."

—8-pt—

Perusing *The Golden Book Magazine* the other evening, I was reminded of "The New American Tempo" about which an article appeared in this publication recently. It was the contrast that reminded me—the contrast between the new American tempo and the

old English tempo as reflected in this choice paragraph from the *Quarterly Review* of 1825:

"What can be more palpably absurd and ridiculous than the prospect held out of locomotives traveling twice as fast as stage-coaches! We should as soon expect the people of Woolwich to suffer themselves to be fired off upon one of Congreve's ricochet rockets as trust themselves to the mercy of such a machine going at such a rate. . . . We trust that Parliament will, in all railways it may sanction, limit the speed to eight or nine miles an hour, which we entirely agree with Mr. Sylvester is as great as can be ventured on with safety."

What rare copy this would make for one of the United States Rubber Company's historical boards. . . . "Woolwich, four miles from here, home of Mr. Sylvester, who said: etc., etc."

—8-pt—

Always keen about package design, I almost burst with enthusiasm when I saw the new wrapper for Lady Pepperell sheets, reproduced in miniature herewith.



I fear if I were a housewife I should be carried away with this package and buy sheets and sheets and sheets, till I had wrappers enough to paper a room!



The *American Weekly* publishes this bit of very good advice from some unknown sage: "In the shortness of this life let us know well what we must know, and not try to know too well what others need to know. An honest exchange of knowledge saves us the futility of learning too much."

—8-pt—

"Just what did you mean by 'the private ownership of facts' in that editorial in a recent issue?" I asked the editor, for the term intrigued me.

"Well," he replied, "it was a pet idea of Samuel Gompers. Here's an excerpt from an editorial he once wrote which will answer your question more specifically." And he handed me this:

Facts about production are necessary to an understanding of what is wrong with production. Facts about production are today private property and in some cases are so treated with the sanction of government and courts.

The Federal Trade Commission carrying out an order of Congress, sought facts about coal production. It could get these facts only from the books of employers. The employers refused to allow access to those facts in their books. The court sustained the employers saying these facts belong to the mine owners.

Financial control makes this secrecy necessary. If industry were controlled by industry such secrecy would not be necessary and would cease. Competition for dividends would become obsolete by competition for efficiency and for high grade production and service would take its place, preserving the valuable principle of competition without robbing the workers and consumers.

Financial thievery is possible largely because industrial facts are private property and protected as such. Private ownership of facts must stop.

My own private opinion is that big business will always be in a precarious position, so far as good-will is concerned, until it abandons the idea of such facts being private property.

—8-pt—

On the cover of the current issue of *The Needle*, house organ of Young & McCallister, Inc., Los Angeles, is this observation by Sir William Temple: "Though I may not be able to inform men more than they know—yet I may give them the occasion to consider."

That explains why I have the temerity to write this page. I know no more than my readers, but I hope now and then to give them occasion to consider.

How Advertisers of Women's Wear Build Business Here—



DURING 1925, ten of the eleven national advertisers of women's wear who used Milwaukee newspaper space concentrated in The Milwaukee Journal *exclusively!* (Read the list at the left.)

Exclusively!

Associated Knit Underwear

American Rayon Products

Carter's Knit Underwear

Hickory Products

Jean Hair Nets

Kayser Gloves

Kayser Underwear

Normandy Voiles

Onyx Hosiery

Real Silk Hosiery

Warner Corsets

Local women's wear advertisers, last year, invested more than four and a half times as much in The Journal as in any other Milwaukee paper.

During the first five months of 1926, The Milwaukee Journal printed 461,206 lines of paid women's wear advertising—nearly twice as much as the other *two* Milwaukee papers combined!

In the rich Milwaukee-Wisconsin market you, too, can build a maximum volume of business at the lowest possible advertising cost per sale through The Milwaukee Journal *alone*.

This newspaper is read by more than four out of every five Milwaukee families, and influences the buying habits of more Milwaukee and Wisconsin people than any other publication in the world!

THE MILWAUKEE JOURNAL

FIRST BY MERIT

The Scope of the Advertising Agency

[CONTINUED FROM PAGE 27]

outstanding instance of this kind is the way in which the examination of witnesses in our Federal Trade Commission case has laid such unusual emphasis on the purely mechanical and clerical phases of advertising agency work, practically to the exclusion of the creative functions which occupy by far the greater part of an agency's time, and reflect its reason for existence.

In fact it seems that if there were a general knowledge of the true nature of an advertising agency it would have been impossible for such a case as this to have originated in the first place.

Take one instance. The Commission has coined a phrase unfamiliar to advertising men. It speaks of engravings, electrotypes and mats and calls them "type parts." Of course, it is apparent that the frequent reference to these "type parts" is for the purpose of seeking to prove that advertising is interstate commerce. But even granting this is an obvious purpose, it is still difficult to see why so much emphasis should be placed upon something so purely incidental to the agency business that it is difficult to find a fair comparison. Perhaps this will serve.

When the Federal League was fighting the National and American Leagues in the courts, the question of whether baseball was interstate commerce rested upon the movement of bats, balls, gloves and masks from State to State. The Supreme Court held that this did not constitute interstate commerce.

YET many of those base balls, masks and gloves were owned by the clubs. In the case of the agency business these so-called "type parts" are never owned by the agencies. They are bought for their clients when the need arises. The purely incidental nature of such supplies is obvious when it is remembered that they need not even be shipped by the agency. Frequently they are forwarded by the electrotypers or engravers. They may not even exist to enable advertising to be carried on successfully. On more than one occasion complete advertisements have been telegraphed on one evening from New York and appeared in Seattle or Los Angeles in the newspapers of the following morning.

Let your mind go back to the time when a good sized account came into your agency a year ago. You remember the negotiations that occurred before you obtained the account. Perhaps it was necessary for you to have

several conferences with this advertiser before you could convince him that this was the agency for him. Then remember the study that followed. Go back over your talks with his executives, your trip through his plants, your interviews with his branch managers and wholesale distributors. Think of the days and weeks and possibly months that you spent in a field study of the people who sell his product and of the men and women who buy it. Then take yourself back to your own organization where the findings of these surveys were gathered together. Recall the first time these findings were discussed, the first attempts at interpreting his story in terms of advertising. Remember the plans that were written and discarded and revised, the discussions over media and distribution and methods of marketing.

REMEMBER the meetings at which you finally submitted your findings to your customer. Think back to all of the talks you had with him and his associates. Then remember the way your own organization polished and improved your ideas before you were ready to put them down on paper in the form of concrete copy and layouts. Then more meetings with your customer, probably more revisions of copy and layouts and lists and marketing suggestions. Then ordering the art work, making the exact typographical specifications, sealing the art work down to its proper size.

And finally, after all this time has passed and all of these steps have been successfully taken, one of the clerks in your production department by ordering an engraving in the name of your customer, and as his agent, takes the first step that applies to "type parts."

Show a person through an advertising agency. All he sees is a lot of people picking up pieces of paper and putting them down or carrying them from one part of the office to another. The work is going on behind doors that are closed or out in some retailer's store or in the office of a client. It is the exact opposite from that type of factory where you can stand in one small room and watch the raw materials fall into a machine at one end and come out at the other ready to ship.

Walk into a laboratory and look at a row of test tubes. There is nothing on the surface to show that a discovery which may rock the scientific world is on the eve of developing. Go into a newspaper office even a few minutes before an edition goes to press

and there is nothing to tell you what tomorrow's front page will look like.

It has been said that advertising agencies deal in white space. It would be as accurate to say that they deal in wood pulp. Wood pulp is useless to the advertiser until it has been fabricated into newsprint. Newsprint or white space is useless to the advertiser until it has been fabricated into advertisements. Advertising does not come into existence until thought and experience and time and energy have been applied to it by creative service. Agency work is not a commodity; it is a creative service. That creative service is what the advertising agency sells. It is intangible, if you like, as imponderable as the knowledge which enables a doctor to diagnose and prescribe, a lawyer to give an opinion or to try a case, an artist to paint a picture, or a scientist to invent a new formula.

You can see an agency man calling on a manufacturer and telling him the market possibilities of his product, but you can't see the precise point at which the logic of his arguments convinces his prospect that he should advertise.

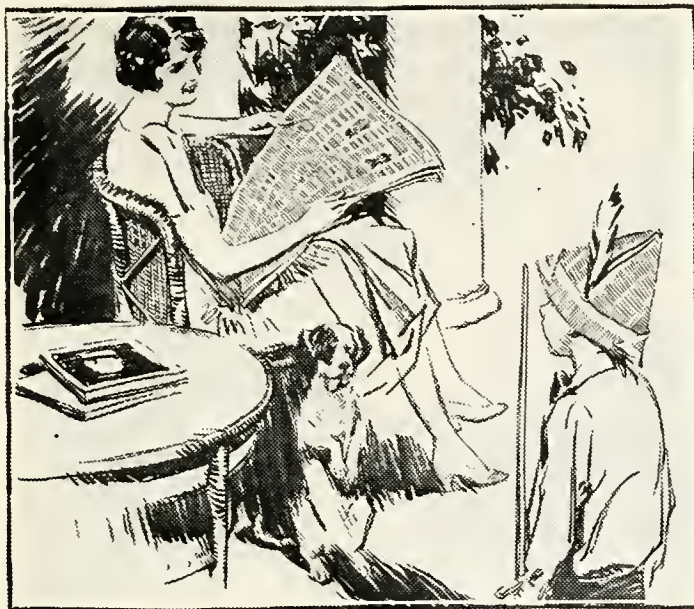
YOU can see a man or woman going from door to door, from store to store, asking questions, but you cannot see the experience and skill that decided what questions to ask nor the judgment that takes the answers and interprets them into advertising.

You can see pages of typewritten copy and designs for artistic pages. But you cannot see the creative ability that led to proportioning the picture to the text and to choosing one artist against another or one certain group of words when the whole dictionary was there to choose from.

You can see a neatly typewritten list of newspapers or magazines but you cannot see the interviews with solicitors and the files of information that led to the selection of one paper as against another or one magazine as against another.

At last you can see a series of finished advertisements. But you cannot see that these same advertisements are appearing in perhaps a hundred other cities or in a dozen other magazines. Nor can you see the letters and circulars and booklets and broadsides carefully prepared, each one dropped into its proper place, to make every ounce of every dollar work. Nor can you see the advertising of dealers inspired and created by the appearance of a national advertiser's copy in a newspaper or a magazine. Nor can

[N.B.] This advertisement is one of a series appearing as a full page in *The Enquirer*. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, *The Enquirer's* coverage of the district is shown.



Mrs. Northside

.... "Mother-laureate"

"I'LL wait, Jim—I'll wait forever; but there's really no need of it. We'll get on—oh, we'll show the whole world!"

It was a slim, starry-eyed girl who spoke. Her faith was contagious; Jim's frown broke into a happy smile. A few weeks afterward the "For Rent" sign left the window of a cottage out beyond Pullan Avenue; Mr. and Mrs. Northside moved in.

That was twenty years ago. Today, the Northsides live in a larger house. There is money in the bank and bonds in a lock box. The Northsides have prospered!

But prosperity hasn't changed Mrs. Northside. She is as lovely as ever, and the same thoughtful planner. She has wonderful dreams for her children—and you can wager she'll make those dreams

come true. For, while her head is in the clouds, her feet are firmly fixed on the ground. She is a practical idealist.

She shows her practicality every day in her shopping—she is known everywhere as a "canny buyer." And here *The Enquirer* helps her. For Mrs. Northside has long been a subscriber to this paper; reading it is a regular part of her day. And a regular part of most of her neighbors' days. For in this community are 2,262 residence buildings; here 1,659 *Enquirers* are delivered.

To many merchants, these facts are not news—they have used *The Enquirer* for years to reach this market. And they have profited by doing so. Why not "steal a march" on Success, Mr. Advertiser, by following the lead of these merchants?

I. A. KLEIN

New York

Chicago

THE CINCINNATI

"Goes to the home,



R. J. BIDWELL CO.

San Francisco Los Angeles

ENQUIRER

stays in the home"



you see the manufacturer's salesman going from store to store telling the story of the advertising, arranging displays in windows or on counters, putting the advertising where it will be seen and having the product where it can be bought.

The business of creating advertising as it exists today in the service of the modern advertising agency spreads over one generation at the most. Changes that have occurred in the past ten years have been overwhelming. The improvement of advertising technique has enabled manufacturers to achieve economy of mass production for the public's welfare and their own prosperity. Yet in the creating of advertising we are working with the most intangible factors of human life. We are dealing with the most volatile factor in modern civilization, human nature.

You cannot make a person read an advertisement and then put him under the microscope to see how he reacts. You cannot even be there when he reads the newspaper or magazine in which appears the message which you have prepared for him. Microbes may be small but they don't mind being put under the microscopic lens for examination and they don't get self-conscious when you question them. Human beings are another story. Yet even in dealing with so complex a being as the modern American man and woman, advertising agency service is making it possible for a great and constantly growing number of manufacturers to establish their products in the preferences, even in the affections, of men and women.

And the reason that this has come about is that the scope of advertising agency service represents something which, like the iceberg, has more than seven-eighths of its bulk out of sight.

Renaissance in Ice

[CONTINUED FROM PAGE 24]

in the country that uses ice. An investigation made in Boston disclosed that 30 to 40 per cent of the homes had no use for a refrigerator. Thus it is in cities; thus in the North. In communities of 500 and less (39 per cent of the population) little ice is sold, and the same is true in certain Southern communities where the population is largely colored. It is likely that less than 40 per cent of the homes are at present buying ice, something like 10,000,000 of the 26,000,000 total.

Almost 4,000,000 of these 40 per cent of the iceman's present customers and purchasers of much more than half his output will eventually install iceless ice-boxes.

The effort to offset this great loss will bring about a renaissance in ice, will institute a new era in its production and its sale. As soon as the companies begin taking active measures to sell more ice, they will find it necessary to approach their problems in an

ONE officer of the Powers-House organization, as a part of his duties, is assigned the entire responsibility for securing new business.

P-H

All the other members of the staff—more than thirty in number—are devoted to the task of serving established clients.

P-H

The gratifying result is that recommendations by clients is one of the major sources of our new accounts.

P-H

By holding our own sales-expense low, we are able to maintain a grade of service which more than satisfies.

The Powers-House Co. Advertising

HANNA BUILDING ✓ ✓ CLEVELAND, OHIO

Marsh K. Powers, Pres.

Frank E. House, Jr., V. Pres. & Gen. Mgr.

Gordon Rieley, Sec'y

Publishers' Promotion Matter



How To Make It Effective

With the mass of medium and market data passing over the desk of a busy representative of only one list of newspapers, just imagine that printed information multiplied many times, passing over the desk of a busy space buyer!

Does he read it?

He does *not*. He *can't*!

The main reasons why most publishers' promotion matter is wasted are:

Irrelevant.

Inaccurate.

Hard to read.

Too bulky, too long.

Unimportant points over-emphasized.

Hard to file and find.

A lack of uniformity or standardization on the part of the publishers, agents and advertisers for handling this sort of information.

The ultimate answer may be in the buyers and sellers cooperating to develop a somewhat standardized method comparable to the uniform system of circulation analyses.

Meanwhile a publisher can profit by having his material prepared or at least approved by a man of seasoned experience in the national field.

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

Detroit
Atlanta

New York
Chicago

Kansas City
San Francisco



Concentrated sales appeal is difficult where the one message must consider the thought processes of two types of people.

Men and women are seldom sold through the same sales argument.

Narrow the classification of your readers and you enhance the pulling power of your copy.

Women do the buying on the farms and it's women you want to reach. They may read other publications, but they're sure to read **THE FARMER'S WIFE**. More than 800,000 farm women have paid our subscription department good money for the privilege of reading it regularly.

Farm women justly feel that **THE FARMER'S WIFE** is their very own. It has an influence with them not possible with any other type of publication.

Dealers recognize the power of **THE FARMER'S WIFE** and are glad to see it on the schedules of merchandise they are asked to handle.

Data will be sent you on application, showing how brand preference in farm homes has been increased through sales effort concentrated on women.

Why take two bites to the cherry?

Strengthen your advertising through undivided appeal. Talk to the farm woman direct—in her own language—through the only magazine that interprets modern life through the viewpoint of the farm woman—

THE FARMER'S WIFE

A Magazine for Farm Women

WEBB PUBLISHING COMPANY, PUBLISHERS
St. Paul, Minnesota

Western Representatives
Standard Farm Papers, Inc.
307 North Michigan Ave.
Chicago, Illinois



Eastern Representatives
Wallace C. Richardson, Inc.
250 Park Avenue
New York City

Members Audit Bureau of Circulation

entirely different spirit. The new competition, instead of resulting in the end of the iceman, will really result in the making of him.

Heretofore he has been rather indifferent to space advertising; in fact, to advertising of any sort. How is he going to feel when every magazine and newspaper carries the advertised praises of his competitor? What is he going to do when he sees his competitor wax prosperous upon advertising? He is going to try some of it himself, individually and collectively. The cooperative fund started two years ago under the auspices of the National Association of Ice Industries will take up the gauntlet thrown down by the Electric Refrigeration Council. All of the large ice companies will advertise their own particular service.

AND how does Mr. Iceman feel when he sees in his favorite publications references to his muddy feet and his dripping block of ice as evils that no longer need be suffered? And what is he going to do about it? Gradually he will find some way to make his routemen less objectionable, and immediately he will advertise that: "A block of ice cannot get out of order"; that: "It's better to have an iceman in your kitchen than a mechanic."

By degrees he will learn that it is better to talk about himself than his competitor. He will find many qualities of his product either unknown or unappreciated by the public, and these he will make known in print. How many of our readers know, for instance, that commercial ice is purer than city water? Yet germ-fearing mothers refuse to let their children use it. Most of the ice sold in this country is manufactured from city water, pure enough for the householder but not for Mr. Iceman. He filters it. One set of impurities is taken out in this way. In freezing the water in huge cans a strange thing happens. Ice forms in layers, one upon the other, beginning at the sides of the can and building up toward the center. At length there is a block of ice with a little cavity in the center, a cavity filled with cloudy water. This cloudy water is drawn off and replaced because it contains a second set of impurities which passed through the filter but which the ice rejected. What a story that is for copy!

And there is a copy story in the usefulness of ice. The preservation of food is just as much a subject for the iceman as it is for his competitor. The use of ice in the preparation of food has possibilities. Its use need not be confined to pastry. He will want to urge his customers to install efficient refrigerators with adequate storage capacity, and to buy ice in larger units. He will want to tell them how inexpensive ice is, especially when used in the way he recommends. He will try to persuade six-month users to become twelve-month users, four-month to become six-month, and those who do not

Announcing
the New
D E L I N E A T O R



PORTRAIT OF MISS CARLOTTA MONTEREY

*In appearance as well as in content, the NEW
DELINEATOR will be a magazine distinguished
from any publication in the women's field today.*

With the November Issue
The **D**ELINEATOR
and the **DESIGNER**

will be combined in one
magazine to be known as

DELINEATOR

IN appearance and in content, the new Delineator will be a magazine distinguished from any publication in the women's field today.

It is the fixed intent of the publishers to make a magazine for that comparatively large number of American women who have critical taste and the means to gratify it.

This influential class is not restricted to the few nor does it include the millions. It is composed largely of the wives and daughters of substantial men in business and the professions.

These women and girls are interested in the latest authors, the smartest fashions, the most advanced information for directing their households.

The new Delineator will mark both an evolution and a

revolution. It will appeal to these women with an intensity and to a degree that has no precedence.

The price of the new Delineator will be 25 cents.

The guaranteed circulation, from the November issue, will be 1,250,000.

The present guaranteed circulations of The Delineator and Designer are 1,700,000.

Obviously, the advertiser for some time to come will be receiving several hundred thousand excess circulation.

The new Delineator, November issue, closes September 1.

THE BUTTERICK PUBLISHING COMPANY

S. R. LATSHAW, *President*

use ice at all to try it at least for the summer months.

And he will have to live up to his advertising. Once he really gets in touch with his buying public his ears will be sensitive to their opinions of his product. He will see to it that buyers get the weight they pay for. Already he has begun to score his blocks so that the purchaser may know how much she receives. The small dealer, however, does not see the wisdom of this and prefers to buy from a manufacturer whose ice bears no telltale markings. Only through the cooperation of a community's ice plant is it possible to maintain this substantial service to the consumer. But this cooperation will be a fine thing for the industry.

Once sugar and crackers came out of a barrel. The package business of today had not been dreamed of. Perhaps the ice which today lies covered by a muddy looking tarpaulin on the slimy floor of a truck will in the future travel to its porcelain-enamel lined destination in a porcelain enamel-lined vehicle.

IS the idea of trade-marked ice fantastic when so many other products difficult to mark now bear the identity of their makers? Is it unreasonable to predict great changes in the iceman's retail service when for so long he has been following the methods of the past? Have we not better phonographs today since radio became a threat to their existence?

The new conditions will of themselves do much to change the business. In an industry fighting for its life there is little room for the slipshod participant. The little man as a rule will go his way oblivious of the great forces in motion around him. Consequently, the alert big company, with a stake so large that it must be defended with every modern commercial weapon, will gradually draw his customers away. Only a big company, probably, will be able to give the service of the future. Only a big company will be able to advertise ice as it is going to be advertised. There is even more reason to expect large ice companies than large bread companies. Already big consolidations of ice companies are under way. Scores of small plants recently combined to form the Southern Ice Utilities Corporation. The new Middle West Ice Utilities is similar in form. In Buffalo another merger has just been consummated. And so it goes. The more brains it takes to operate—and it will take brains to offset the loss of more than half the business—the more the business is likely to pass into the hands of fewer and larger companies.

The public will benefit. States are taking notice of the trend, watchful of a public service so important. Oklahoma is about to pass a law classing ice companies with public utilities. And advertising will win over not the one industry only, but its big competitor as well.

**the only
markets that
justify
“one paper buys”
are places that have
no more than
one newspaper—
and those
usually require
some auxiliary
media—
in the Greater
Detroit Area the
Detroit Times
offers as its share
of coverage
286,000 evenings
330,000 Sundays**



THE OPEN FORUM

WHEREIN INDIVIDUAL VIEWS
ARE FRANKLY EXPRESSED



What Price Cut Prices?

"If we permit any manufacturer to govern the terms, not of sale, but of resale, on his merchandise once he has disposed of it to the retailer, and to govern these terms not by virtue of persuasion but by force of law, do we not embark on uncharted seas? Do we not begin a serious precedent for the whole institutions of barter and sale?"

That is the question Mr. Krichbaum asks in your issue of June 16 under the caption "What Price Price Maintenance?"

It is a fair question and deserves a fair answer.

The answer to both questions is "No, we don't."

It is high time that advertising men paid more attention to this issue of price maintenance and understood it better. For it is nothing if not an advertising issue.

In the first place, the proponents of price maintenance or, at least, most of them, do not seek to permit any manufacturer to govern the resale price, but only the manufacturers of identified or branded merchandise.

The price maintenance issue applies chiefly to merchandise sold under a nationally known brand. The establishment of the brand is almost invariably the result of advertising. It is the chief property value that advertising creates. It is the protection of this property value created by advertising that the proponent of price maintenance demands.

The manufacturer of such identified or branded merchandise does not "dispose of his merchandise to the retailer." The doctrine of *caveat emptor* (let the buyer beware) does not apply. The retailer seldom takes a chance. He merely stocks to meet a known demand from the consumer which was created for him long before he made his "purchase."

Let something go wrong with the retailer's stock of some branded item, and see who owns it then. It is back on the manufacturer's hands in no time. The manufacturer can neither dispose of his brand nor shirk the responsibility which the brand implies, even if he wants to.

Almost any manufacturer of a packaged product will tell you that if the retailer wants to take the goods out of the branded package and sell them in unidentified form (which, of course, he doesn't) he, the manufacturer, does not care a fig about the resale price.

The truth of the matter is that the retailer does not own and cannot own

the most important part of such merchandise, which is the manufacturer's good will.

The merchant does not really buy such merchandise. He only buys the opportunity or right to sell it.

Only the United States Government can apply price maintenance freely and without restraint. Your druggist can buy all the postage stamps he wants and he owns them, too, because he has to pay cash for them—no 30-day bills. But let him advertise a half-price sale on postage stamps and see what happens.

R. O. EASTMAN, *President,*

R. O. Eastman, Inc.,
Cleveland, Ohio.

Change and Progress

MR. UPDEGRAFF starts with 1900—why not with 1492? Conwell, the preacher, wrote a book about the same principle and called it "Acres of Diamonds." Wells' "Outline of History" records changes that destroyed civilizations. The changes Mr. Updegraff writes so well about make business good, distribute wealth and raise the ambitious and energetic poor to the seats of the mighty.

While some seats have been vacated, many new ones have been added. The power of advertising has materially helped these vast changes and will continue to do so. But powerful as it is, it cannot hold a public against progress.

This was demonstrated in the case of the phonograph.

Any day, even now, gasoline may be replaced by a cheaper fuel, and millions lost to holders of oil securities. And, perhaps, directly or indirectly remade over-night.

Someone once said it is easier to get what you haven't than to keep what you've got, and Mr. Updegraff alarmingly emphasizes the reason.

E. M. SWAZEY.

Pacific Coast Manager,
The American Weekly,
Los Angeles, Cal.

Advertising License

IT is very probable that your readers may be able to help us in a friendly discussion which we have had with the license department of both our city and our State.

In Louisiana the Act of 1924, known as Act 205, defines the basis on which occupation license may be assessed against various classes of businesses, and, like many laws, it is somewhat ambiguous in one or two places.

Paragraph No. 20 of our city code reads as follows:

"Be it further Ordained, etc., That every individual firm, association or corporation carrying on the profession or business of keeping cabs, carriages, hacks, horses, or motor vehicles for hire, undertaker, funeral director, agency for steamboats or steamships and owners or lessees of toll bridges or ferries, stevedores, and those engaged in the business or profession of bill posting, tacking or advertising, the license shall be based upon the gross annual receipts from such profession or business.

Paragraph No. 21 then reads:

"Be it further ordained, etc., That every individual firm, association or corporation carrying on the business or professions of physician, osteopath, dentist, oculist, attorney-at-law, editor, publisher, printer, engraver, lithographer, photographer, architect, jeweler, or any other professional occupation, shall be graded according to the classification name in Paragraph No. 20, but the license for the various professions included in this paragraph shall be one-half of those established by the foregoing provisions of this Section; provided that no license shall be issued hereunder for less than five dollars."

It is our contention that merely because we happen to be engaged in conducting an ethical agency we should by no means be classed with bill posters, sign painters and persons making and selling advertising novelties, etc., and that we should be classed with lawyers, inasmuch as we are retained to render unbiased counsel and are, therefore, acting purely in the capacity of professional men.

M. L. BRYAN.

Bryan & Bryan, Advertising,
Shreveport, La.

The Virtue of Simplicity

I HAVE been interested in Mr. Eckhardt's article, "England in the Early 'Fifties," particularly in the advertisement outlined of John James, Draper, 32 High Holborn.

Don't you think that a simple statement of this character attracts more attention from women than the interminable guff that department stores pay for page upon page of space to print?

I am of the opinion that a great deal of advertising is a sheer waste of energy, due to the fact that the virtues of simplicity and directness of statement are lost sight of in striving after what passes for originality and "punch."

Ask the average Canadian to give you the name of a jeweler and silversmith in New York. The answer will be "Tiffany's."

Why? Because "Tiffany's" in a few words tell all you need to know about the goods they have for sale. Consequently, you remember them.

THORNTON PURKIS,
Toronto, Canada.

When does your advertising start to do its work?

In most publications, the work of your advertising does not start until the reader sees it.

As the reader comes to your advertisement in the average magazine, the mind is often "a thousand miles from home." And, before it can do effective work, your advertisement must drag the mind back home.

In *Better Homes and Gardens*, the work of your advertisement starts the minute the reader picks up the magazine.

From the time the magazine is opened, the reader of *Better Homes and Gardens* is thinking about home. When the page opens to your advertisement, the mind is ready for your message. That is why advertising in *Better Homes and Gardens* has such a tremendous influence on the sale of any product to the home market.

RATES INCREASE


Through the December issue, the rate on Better Homes and Gardens remains at \$5 a line. Beginning with the issue of January, the rate goes to \$6 a line to keep pace with the growth in circulation to 850,000.

National advertisers who keep a check on the work done by their advertising know that these facts are proved by results.

BETTER HOMES *and* GARDENS

E. T. MEREDITH, PUBLISHER

DES MOINES, IOWA



Serving power generation for the 35 leading industries

HIGH steam pressures, developed in central station practice, are now available to industrial power plants with the result that more power plants than ever before are being built new, extended or re-equipped.

23,274 men with buying authority in the large and progressive power plants of the country, including central stations, subscribe to Power Plant Engineering for their operating and buying guide.

Distribution by industries and other data freely furnished on request.

POWER PLANT ENGINEERING

A.B.P. 53 W. Jackson Blvd., Chicago, Ill. A.B.C.

Now THIRD in Mississippi

The circulation of The Daily Herald is steadily increasing—keeping pace with the growth and prosperity of the Mississippi Coast, the "Riviera of America."

A recent audit of the circulation of The Daily Herald shows a total, in March, of 6512—the THIRD newspaper of the state! Only two newspapers in Mississippi now have an ABC circulation larger than The Daily Herald.

The Daily Herald carries Associated Press news, and is eagerly read by the best American "buyers." A real market is here for meritorious, advertised products.

The Daily Herald has the largest circulation of any newspaper in south Mississippi

THE DAILY HERALD

GULFPORT

MISSISSIPPI

BILOXI

Geo. W. Wilkes' Sons, Publishers



The Only Denne in Canadian Advertising

Canada may be "just over the border," but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why.

A-J-DENNE & Company Ltd.
Reford Bldg. TORONTO.


American Lumberman

Est. 1873 A. B. C. CHICAGO

With over 100 paid correspondents in the largest producing and marketing centers the American Lumberman—published weekly—effectively

COVERS LUMBER FIELD

RECENTLY PUBLISHED



BY THE DARTNELL CORPORATION, Chicago. — "The Dartnell Advertiser's Guide." The 1926 edition has increased its scope to include not only data on advertising agencies, but also data on markets and media—with a section on Canadian advertising. In addition to its lists of agencies and their executive personnels, the guide contains numerous tables of statistics. Price, \$3.50.

BY THE A. W. SHAW CO., CHICAGO. — "Principles of Personal Selling." By Harry R. Todsall, Ph.D. A comprehensive study of the subject by the professor of marketing at Harvard University. A detailed analysis is made of personal selling processes as applied to buyers in general. The problems and relationships of the salesman and his employer are dealt with in the direction of personal selling as a business activity, avoiding the introduction of fads while aiming to develop a broader background for an understanding of the problems of personal selling and their solution. The volume is well equipped with footnotes, charts, index and bibliography.

BY D. APPLETON AND COMPANY, New York. "Advertising; Its Problems and Methods." By John H. Cover. This is a clear and concise manual of advertising. It gives a compact survey of the field with analyses of practices and problems, the examples both good and bad being taken from modern advertisements. The text, which is equipped with an excellent bibliography, has proved its worth in several years of university teaching and is designed to be of value to the business man as well as to the student. Illustrated. Price \$3.

BY D. VAN NOSTRAND CO., New York. — "Twentieth Century Advertising," by George French. This volume is a narrative review of the development of advertising since 1900. The manner is historical but not academic; the style not that of a text or technical book. The author's relationship to the business has allowed him to write of its contributing factors, its influential figures, and its achievements with charm and comprehension, as well as with authority. Illustrated. Price, \$6.

BY B. C. FORBES PUBLISHING COMPANY, INC., New York. — "Bothering Business," by H. A. Toulmin, Jr. A criticism of the Federal Trade Commission as it now functions. Points out its injustices and the harm that it does to honest and legitimate business without rectifying the bad practices that it is supposed to prevent. This book also offers constructive suggestions along the line of changes that should be made in the method of procedure.



Courtesy NIAGARA FALLS POWER CO.

Photo-Engraving, the Niagara of Sales Power

AN OBSERVATION *by* JAMES WALLEN

Great engineers diverting a fraction of Niagara's power turned the Falls from a mere tourists' paradise into a mighty servitor of mankind . . . Photo-Engraving, ever progressing, has become the Niagara of sales power—illustrating the nation's products with a minimum of selling resistance and a maximum of appeal.

["THE RELIGHTED LAMP OF PAUL REVERE" *the association booklet* is offered by members and the central office at Chicago.]

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO



Mr. Agent If Your Client Sells Ready-to-Wear at Wholesale Advertising in

Nugents
The Garment Weekly

will carry his business message to 75% of the best Ready-to-Wear Retailers, Department Stores, Dry-Goods Stores and Specialty Shops in nearly 3,000 cities and towns every week.

NUGENTS is exclusively a Women's, Misses' and Children's Ready-to-Wear paper which goes only where it does its advertisers the most good—to their customers and prospective customers.

**National Circulation
11,000 Copies Weekly**

And because of this specialized circulation which eliminates all waste distribution among persons and concerns that never would buy a button's worth of Ready-to-Wear at wholesale, advertising in NUGENTS costs less.

*Advertising in NUGENTS
reaches buyers and sells
the goods*

Published by

THE ALLEN BUSINESS PAPERS, Inc.

1225 Broadway, New York
Lackawanna 9150

In Sharper Focus

Ward Haven Marsh

I SUPPOSE to be in character the great advertising executive should be photographed on the bridge of his yacht, with his police dog in a secluded corner of his estate, or, with his trainer, critically examining the horse on which his Derby hopes are pinned.

But to be brutally honest my own perverted idea of a good time is a large cigar, a large problem and a large amount of time in which to wrestle with it. From this you may gather that life for me has not been inordinately full of fun. True, there have been problems enough. Instead of being able to just muse and smoke

farm chores, and there was much splendid companionship. I think I may say without bragging that due in part to my study of painting (outside of classes) permanent improvements in the college's sanitary arrangements were effected.

Thus, while family reverses forced me into the cruel money-grubbing world after two years of aesthetic contact, I like to think that I left my mark at M. S. C.

Whatever college pranks I may have been led into by the older boys were atoned for in the years of school teaching that followed. In fact, I discovered there were a lot of tricks I didn't know about, but I also found far more recompense in this work than the salary paid. Having enlarged my responsibilities during these years, however, to include a wife and two children, I was finally forced to regard the salary very critically and disappointingly.

My interest in advertising (which dates back to the days when, resting behind the plow, I envied the dapper young men who drove smart rigs about the country tacking tin signs to wayside trees) had swelled to the point where something had to be done about it. So I invested my savings in a third interest in a country weekly. Then I set about making that interest worth something. I sold space, told my clients what to put in it, and then went out and collected for it, in money or otherwise—frequently otherwise.

Anticipating the panic of 1907 by only a few months, I moved to Chicago to take a job in the advertising department of the International Harvester Company. And being the newest man there was promptly let out when retrenchment set in. My next job was with Deere & Company at Moline, where I remained for several years as assistant advertising manager.

Again bitten by the newspaper bug, I went into the publishing business in Toronto, which flourished until the big push on Paris began in 1914, when it promptly collapsed.

The following year I came to Detroit to take a job with the Burroughs Adding Machine Company where, for the last four years of my stay, I was advertising manager.

I left Burroughs to enter agency work which has led to the swivel chair with the upholstery on it which reposes behind the president's desk at McKinney, Marsh and Cushing. This brings the chronology up to date, and I hope will keep it so indefinitely.

For there is no job in the world I would rather have than that of directing the activities of the modern agency. It has for its tools music, art, literature, and all the traditions of mankind.



and wait for a flash of inspiration, it has been necessary all too often to hink. And hard thinking is no pastime for anybody.

I am quite proud of having been born on a farm in Michigan, but wish to disclaim all credit for this. While there is no place I would rather have had this important event occur, I was not consulted.

After a number of years of intensive training in animal and vegetable husbandry, cow milking, horse urging and the various other pastimes that make the big city look like heaven to the farm boy, I came to the realization that a grade and high school education had been thrust upon me, and that I might now go to college.

For about two years after matriculating at the Michigan State College at East Lansing, the world was my oyster, at least more so than it was before or has been since. Studies were a mere circumstance compared to

The Plain Dealer-ALONE

-will sell it

THE PYLE & ALLEN COMPANY

Wholesale Cigars

110 EAST ST. CLAIR AVENUE
CLEVELAND, OHIO

May 17, 1926.

Mr. B. A. Collins,
National Advertising Mgr.,
Cleveland Plain Dealer,
Cleveland, Ohio.

Dear Sir:

It certainly gives a fellow a glow of satisfaction to have a product he is handling climb up to one of the top two or three products in its class.

That's what has happened on DUTCH MASTERS CIGARS in Cleveland and Northern Ohio since we started advertising exclusively in the Plain Dealer in 1925.

Our DUTCH MASTERS sales for 1925 were 70% greater than in 1924. Also DUTCH MASTERS sales for the first quarter of 1926 increased 85% over the same period of 1925.

As I have said, these increases are from Cleveland and the territory of Northern Ohio. To me, they demonstrate the power of consistent advertising in the Plain Dealer. Especially is this true since DUTCH MASTERS advertising, from the first of 1925, has been persistently full pages, exclusively in the Plain Dealer.

In giving you this information, we wish to add our thanks for the splendid cooperation rendered by your organization.

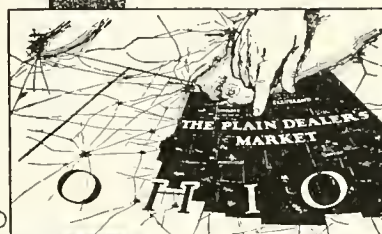
Very truly yours,

THE PYLE & ALLEN COMPANY.

Carl J. Allen

President.

CMA:ES



Dutch Masters Sales in Northern Ohio for 1925 were 70% Greater than in 1924

The first quarter of this year was 85% over the first quarter of 1925.

And here's the significant point:—

“Dutch Masters advertising from the first of 1925, has been persistently full pages, exclusively in the Plain Dealer.”

Cigars or clothing—safety razors or sewing machines — beverages or

buildings — The Plain Dealer ALONE will sell them all in Northern Ohio.

The Plain Dealer is Cleveland's Greatest salesman of merchandise of any kind or any price.

Adequate space—consistently used in The Plain Dealer ALONE—reaches and sees the BUYERS in the great 3,000,000 Market of Northern Ohio.

The Cleveland Plain Dealer

in Cleveland and Northern Ohio—ONE Medium ALONE—One Cost Will sell it

J. B. WOODWARD
110 E. 42nd St.
New York

WOODWARD & KELLY
350 N. Mich. Ave., Chicago
Fine Arts Bldg., Detroit

R. J. BIDWELL CO.
742 Market St., San Francisco, Cal.
Times Bldg., Los Angeles, Cal.

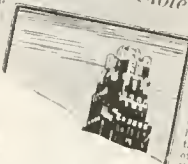
R. J. BIDWELL CO.
White Henry Stuart Bldg.
Seattle, Wash.

— from Advertising and Selling, June 16, 1926.

When You Want to Borrow Money at the Bank

The Power of an Advertised Name Is Often Greater than the Display of Mechanical and Labor Equipment

By Amos Stote



and labor equipment taken alone. This experience could be multiplied, with slight variations a number of times. Were it policy to do so, I could set down here a long list of business houses which have secured preferred financial support, have developed the strength they have developed and the confidence of bankers as well as the public through advertising. Evidence of success of the country are drifting when considered for loans from companies but have been repeatedly shown during the last

More and More National Advertisers Are Using the American Bankers Association Journal

—to make sure that Bankers are familiar with their names.

—to keep Bankers advised that they are making the progress which persistent advertising assures.

A reprint of the entire article shown above is available upon request.

AMERICAN BANKERS ASSOCIATION JOURNAL

110 EAST 42nd STREET - NEW YORK CITY

Advertising Managers

ALDEN B. BAXTER, 110 E. 42nd St., New York City
CHARLES H. RAVELL, 332 S. La Salle St., Chicago, Ill.
GEORGE WIGHT, 25 Kearny St., San Francisco, Cal.

Unappreciated Phases of Advertising

[CONTINUED FROM PAGE 21]

those men to say: "We will put ourselves on record as to the quality of our product, our service, and our business ideals, through advertisements in newspapers and magazines."

The advertising of every great company is a daily challenge to that company. "You have gone on record with the public," it says. "Now make good." The influence of that challenge in raising the standard of men's thinking about business is a force beyond all calculation. It cannot be disregarded when the historians come to take account of the factors which have produced the America of today.

SO much for the past. What of the future? Has advertising done its principal work? Are we as a nation over-advertised? What is there left to do?

To these questions I offer three brief suggestions:

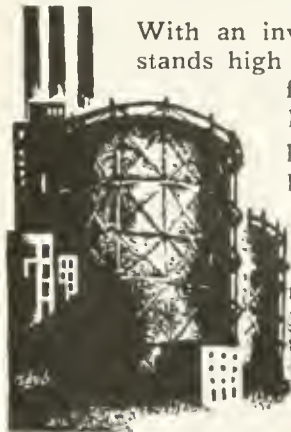
1. The work of advertising will never be done. No single market in the United States is saturated, nor even approaching saturation. The textile industry is in the doldrums. Yet there is not one household in a hundred that has extra sheets and towels enough properly to equip a guest room. The shoe industry is despondent, but the shoe industry never lifted a finger to teach me that it is more economical to have several pairs of shoes and change from one to another every day or two. I had to find that out for myself. The electrical industry goes forward by leaps and bounds, but seventy-five per cent of the women of the land are still doing drudgery which electric motors could do for a wage of three cents an hour.

Advertising has made us clothes conscious, car conscious, radio conscious. But in no department of our lives has advertising completed its work. In no section of the market is there saturation.

2. We do need to recognize, however, that conditions have changed and that the future in many industries will demand a different and simpler type of advertising. When the automobile was new, it was necessary in advertising to tell all about it. Today twenty million automobiles on the road are their own most powerful advertisement. The general facts of their construction are known to our children years before they are old enough to have a driver's license. There is very little information to be given through advertising about automobiles, and if you read the advertisements you find that very little is being given. The public is reminded, and it will always need to be reminded. But the words are largely waste.

Similarly, much toilet goods advertising and food advertising is either

"Impressive Facts About the Gas Industry"



With an investment of \$4,000,000,000, the gas industry stands high among the country's leading industries. To familiarize advertisers with the enormous market which this business affords, we have prepared an attractive little booklet entitled "Impressive Facts about the Gas Industry." You are invited to send for a copy.

Robbins Publishing Co., Inc.

9 East 38th Street

New York

GAS ENGINEERING AND APPLIANCE CATALOGUE

A list of good bonds
mailed to you monthly



OFFICES
IN
BOSTON
NEW YORK
CHICAGO
SAN FRANCISCO
LOS ANGELES
PHILADELPHIA
PITTSBURGH
ST. LOUIS
ST. PAUL
WASHINGTON
CINCINNATI
CLEVELAND
DETROIT
INDIANAPOLIS
KANSAS CITY
MEMPHIS
MINNEAPOLIS
MONTREAL
NEW ORLEANS
NEWARK
PHOENIX
PORTLAND
RICHMOND
SAN DIEGO
SEATTLE
SPRINGFIELD
TAMPA
TULSA
WASH. D.C.
WICHITA

HEAD OFFICE
55 Wall Street
New York



War-time Advertising Methods Sell Bonds to Peace-time Investment Markets

Sales of Liberty and Victory Bonds disclosed the fact that the enormous aggregate investment capacity of America's moderate income classes could be reached by Outdoor Advertising. A poster advertising campaign of national scope is now teaching investors the security, marketability and income value of the investment bonds sold by the National City Company of New York through its main and branch offices in fifty-four principal cities.

One Park Avenue
New York City

Harrison & Loomis Sts.
Chicago, Illinois

General Outdoor Advertising Co.

Sales Offices and Branches in 44 other cities



Booklet Making for any Season-

VARIETY and richness of color and shade found in Lodestone Covers offers the solution of the seasonal booklet problem for Summer—Fall—Winter or Spring. It becomes the appropriate background for the picture unusual.

Are you on our list to receive the interesting Lodestone Cover creations designed especially for their simplicity and effectiveness? Send the coupon today.

HAMPDEN GLAZED PAPER AND CARD CO.
HOLYOKE, MASSACHUSETTS

Distributors for Great Britain
FRED'K JOHNSON, LTD.
11-b Upper Thames St.
London, E. C. 4

Export Office
W. H. MILES
59 Pearl St., New York City

HAMPDEN GLAZED PAPER & CARD Co., Holyoke, Mass.

Please see that my name is on your list to receive the
LODESTONE booklets regularly.

Name

Company

Address

City..... State.....
A&S

Sales Offices

NEW YORK, N. Y.

CHICAGO, ILL.

SAN FRANCISCO, CAL.

TORONTO, CAN.

meaningless or misinforming through exaggerated emphasis. What has become of the famous vitamin that was to transform all of our lives? What happened to the discovery that raisins contain iron? Is there any woman whose nature is so sweet and trusting that she believes what is told her in beauty advertisements?

We have created for ourselves a very much more sophisticated audience. It is an audience that has very little time; an audience for whose attention a thousand voices are clamoring, in newspapers, in magazines, from bill boards, in the movies, over the radio. More and more the advertising of the future is going to be simpler, briefer, more truthful, freer from bunk. This is an inevitable result of popular education, of which advertising is one powerful department. The reputation of the maker is going to be more and more the deciding factor, and reputation will be built upon simplicity and underselling rather than overselling.

3. There are two problems which confront business, and they are so great that they overshadow all others. Whether advertising can help in their solution, I do not know, but it seems to me that we ought at least to try.

FIRST, is the problem of world-wide distribution. America has almost solved its own production problems. Machinery is transforming farm life. When farmers are in trouble these days it is not usually because they have raised too little but because they have raised too much. When industry languishes it is not from failure to make enough but because of the temporary glutting of the market. Yet there are the hordes of Russia without purchasing power. Here are the millions of Central Europe to whom the passing of the monarchies gave, for the first time, a right to aspire and hope and want—hundreds of millions of people with awakened desires and no power to satisfy them. Here are food stuffs rotting on our farms, and industries closed from overproduction, while China starves and goes barefoot and lives in huts.

I have seen somewhere the interesting statement that if some good fairy were to build a thousand miles of good roads in China it would set that country a century ahead. Suppose American business as a whole were to build those roads and give them to the Chinese. Would such an impulse, given freely and without condition to a marvelously rich but totally undeveloped nation, tend to waken it into productivity and hence into purchasing power? And would the ultimate effect on American business be greater than the effect which could be produced by a similar expenditure at home? Would it be advertising of the finest, most profitable sort?

I cannot answer these questions. But we have reached a place in the development of our industry, I believe, where we ought at least to ask them.

The second great problem is inti-

mately related to the first. It is the problem of international good will.

We have a major portion of the world's wealth, and almost a monopoly of the world's envy, jealousy, and resentment. Not an entire monopoly, for Frenchmen still hate Germans, and Italians hate Austrians, and Poles hate Russians. But every nation hates us. Whether we deserve it or not, whether we have acted generously or meanly, whether we have been wise or merely pennywise, the fact remains that there is in the present bitter feelings of the nations the making of a conflict which could not only hurl us down from our high position but would, in destroying us, destroy civilization itself.

I am no alarmist, but when you read the comment in foreign journals and consider the contrast between our prosperity and the destitution abroad, it takes a very blunt imagination not to be disturbed.

What is the remedy? Must conditions drift until a crisis brings destruction? Must the old-fashioned machinery of diplomacy be relied upon alone to deal with conditions which, as all history since 1914 has proved, are far beyond its capacity? Isn't there some way in which the business brains of all the world can be brought to bear upon this universal problem? Isn't here initiative enough, courage enough, vision enough in American business to find a way in which America can be reestablished in the confidence and affection of the world?

I pay little heed to the petty criticisms directed against advertising. Its faults are the faults of all finite institutions. If advertising encourages men to live beyond their means, so does marriage. If advertising speaks to a thousand in order to influence one, so does the church. If advertising is often garrulous and redundant, so is the United States Senate.

I THINK of advertising as I think of transportation. The street cars, buses, elevated lines, taxicabs, private cars, are noisy, obtrusive, even dangerous; they run in conflicting directions, and no one of them is of service to everybody. Yet all are needed, and every one is carrying somebody somewhere to an important destination. So with advertising. Only a small part of the total of all advertisements is useful to me personally. The older I grow, the more advanced in education and experience, the less I am dependent upon any of it. But every advertisement is a part of somebody's useful education, and every day a thousand babies are born for whom the whole process of education must be gone through from the beginning.

The sicknesses of advertising are growing pains; they are none of them mortal. We can diminish them by frank counsel, and little by little they will disappear. But the two major problems of business are almost entirely without solution—the problem of world-wide distribution through the creation of world-wide purchasing

“As I
see
them”



by

S. Roland Hall

It was about ten years ago, I think, that I wrote to the Ethridge organization, of New York, indicating my belief that the time was ripe for a first-class book on Advertising Illustration. I said I had a check ready to send for such a book.

Ten years was a long wait, but the book finally came—from the versatile pen of W. Livingston Larned, Vice-President and Art Director of the Ethridge Company.

It is an easy thing for many of us to write our general observations about Illustration, which is a whale of a subject. But Larned did what I hoped he would do. He dug deep into the basic principles of Illustration—classified, analyzed and clarified a good number of things that most of us have thought about in only a vague way.

Necessarily, he had to deal with the usual topics of the subject—the argument for and against negative illustration, getting poster value, putting character into figures, the value of white space, and getting melodramatic action. However, his greatest contributions to the cause of better illustration—it seems to me—are what he has written on the subjects of adapting art to the medium, so as to get the best possible showing for the pictures; the value of continuity in illustration; principles and expedients for directing the eye properly; the use of illustrative borders and mortises; the strategic employment of black areas, animating the trade-mark; showing the product in heroic size; glorifying the homely article; methods of interpreting halftone subjects in line; how to use history as subject material, and the profitable use of the humorous motif.

This is not all, by any means, of Larned's new book *Illustration in Advertising*, 318 pages, freely illustrated. But it is enough to give you a picture of a book that will make you think about illustration and its possibilities as you have probably never thought of it before. At least, that was my experience.

S. R. II.

Free Examination Coupon

McGraw-Hill Book Co., Inc.
370 Seventh Avenue, New York

Send me for 10 days' free examination:

.....Larned's *Illustration in Advertising*, \$4.00.

I agree to return the book, postpaid, in 10 days or to remit for it.

Name

Home Address

City..... State.....

Position

Name of Company..... A.F. 6-30-26

**This column is advertising space of
the McGraw-Hill Book Co., Inc.**

\$300,000,000

[Name and Address Furnished]

To Be Gone By Christmas

THERE'S often so much said about circulation it's hard to keep one's mind on it. Words count, of course, but it is hard to sell them anything. Three Hundred Million Dollars, however, is Money—and since the door is open it ought to be called on. For by Christmas it will be gone—spent by the Disbursement Managers of the nearly Three Hundred Thousand homes into which **MODES & MANNERS** is to be regularly mailed while the spending is going on. Spent for the things either you or your competitors sell—at home where the very best stores let them say "Charge it."

Modes & Manners Magazines

will influence the spending of that Three Hundred Million Dollars this fall in the following areas:

- CALIFORNIA
- NEW ENGLAND STATES
- ST. LOUIS DISTRICT
- SOUTHERN TEXAS
- PITTSBURGH DISTRICT
- OMAHA DISTRICT
- CENTRAL ILLINOIS
- RICHMOND
- WEST VIRGINIA
- BROOKLYN
- SOUTHERN INDIANA

Advertisers are privileged to "choose any or all" of these trading centers. Details on request.

"Brass Tacks"

1. Modes & Manners Magazines are home magazines. And for magazines with messages meant to be read "there is no 'space' like home."
2. Every copy, every number uses the front door to call and recall upon folks who dwell in residential districts where wolves never howl.
3. Each home is selected because of its known spending ability and habits, and is called on just so long as it continues to do what's expected of it.
4. There are enough of these homes in each of the areas to make a sloganeer want to shout "Quality in Quantity."
5. The money which makes increased circulation possible lives where the readers live. It knows them "on the books." It knows their interest.
6. Home circulation now on the books of **MODES & MANNERS** for the rest of 1926 is:

June	215,000
August	275,000
December	290,000

Buy now—while rates are still based on 200,000 circulation.

Modes & Manners

PUBLISHED BY STANDARD PUBLISHING CO.
222 East Superior Street Chicago

New York—Chicago—Paris

AMOS H. WEIGEL
Business Manager

JOHN R. REILLY
Advertising Manager

JOSEPH C. QUIRK
Eastern Advertising Manager

power, and the problem of universal peace.

Ought not advertising in its largest aspects to be the imagination of business? Is it not our function to leap ahead of the present in our thinking and to dare to concern ourselves with problems which are frankly beyond our own unaided power? We have such a function, I believe, a definite responsibility.

Advertising the Public Utility

[CONTINUED FROM PAGE 34]

been so outstanding a feature of public utility progress in recent years, could never have been possible.

The value of advertising in creating a market for utility securities, both among their customers and among the general public which must absorb securities underwritten by bankers and syndicates, has been highly important to us. My belief is that it has been, at the least, equally important to the public. It has brought to the attention of hundreds of thousands of small investors the possibility of purchasing sound securities, frequently on the partial payment plan. It has made their purchase simple, understandable, easy. It has been instrumental in the last few years in giving to a great army of American citizens the satisfaction of knowing that their capital, no less than Wall Street's, can be hired out with advantage to them and with benefit to the social-economic system in which they thus acquire an interest other than that of labor.

More and more advertising of this educational type—good-will advertising we call it—is being used by the utilities. Some not yet converted to it argue that it is unpardonable. I have even heard the argument advanced that it is uninteresting because it does not touch directly the immediate concerns of the people who are expected to read it. As to that, there are two things to say. The first is that if it is undertaken, and proves uninteresting, the fault is in the advertising matter itself, not in the principle. The second is that nothing could touch more directly the interests of the public than an exposition of the basic facts of utility financing, regulation and operation, because on them depend the quality of utility service and the prices of utility service for the various classes of users. And on service and price, in turn, depend the use of utility service, which directly affects practically every home, every store and factory, the growth of the community, standards of living.

Advertising is the servant of understanding. It must interpret our policies and our complicated operations to the public; it must weave between our industry and the people the bond of understanding which comes from a knowledge of facts. It must build stronger for us, as it can do, the structure of customer-confidence.

Industrial Advertising Field Has Grown

By Ezra W. Clark

INDUSTRIAL advertising concerns itself primarily with the problems of moving materials from industry to industry or merchandising special services to the various industries. During recent years men in industry have had opportunity to observe the effectiveness of advertising as applied to their particular problems. They have seen small concerns grow large in the industrial world under the influence of sound merchandising plans energized by sane advertising.

Indeed so successful have some individual companies been in their campaigns that now whole industries are entering upon cooperative advertising to hold old or develop new markets. Industry is being pitted against industry.

This conflict is not entirely industrial. It is also sectional or geographic. The orange growers of California reach out for the lucrative markets of the East, and the apple growers of Washington covet the markets of Michigan and New York orchards. So we have coordination of the resources of an entire industry behind a cooperative campaign. Brass becomes jealous of lead, and an organization of brass manufacturers seeks to preempt new markets. Textile belting and leather substitutes alarm the tanneries.

We do not have to go outside of the sphere of our own activity to experience the thrill of combat. Industrial advertising offers an arena for those who enjoy the clash of battle, whether as participant or spectator. I venture the assertion that there is no more profitable field for imaginative genius or creative skill for the advertising man than can be found in the various phases of industrial advertising.

Permanent values can be built into a business structure by sane advertising. Permanent tangible values that can be transmitted into ledger values. "Only within comparative recent times have the advertising appropriations of industrial enterprises become of large permanent business importance," says Guy Emerson, vice-president of the National Bank of Commerce, New York. He throws around this salient remark a protective warning when he says, "The banker is coming to realize that public interest is not necessarily a permanent possession—it can be won only by skillful competition. To win a place in the crowded and besieged mind of the man is not equal to holding such a place. Not even the greatest corporation or the most popular product can hope to build up a reputation which will, of its own force, endure. The history of advertising is filled with striking proofs of human forgetfulness." The creation of permanent values carries, also, the responsibility of maintaining these values by continuous effort.

WORDS and TYPE

No matter how much copy an advertisement contains—whether it be six words or six hundred—the use of good typography will make a more effective selling message. To cause a favorable reaction in the reader's mind is your goal—and ours, too.



WIENES TYPOGRAPHIC SERVICE, INC.
203 WEST FORTIETH STREET
NEW YORK CITY

DISPLAY advertising forms of Advertising and Selling close ten days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the July 14th issue must reach us not later than July 5th. Classified advertisements will be accepted up to Saturday, July 10.

LIBERTY OFFERS

These Major Short-Cuts to Consumer Influence

In the Weekly Field

— to the Consumer Influence that writes dealer orders

YOU tell the millions— they'll tell the dealer," is the creed of men who advertise for profit.

Retailers buy what Mrs. O'Grady and the Colonel's Lady, what Banker Vander-court and plain Bill Jones tell them to buy.

Jobbers buy what retailers ask for— and retailers buy what their trade asks for. Sales sheets fluctuate with consumer demand. Trade marks worth countless millions rest on it. The chief object of national advertising is to win it.

Seasoned advertisers work on that basis. Advertising to them is simply a means of talking to the millions. For all records prove *consumer demand* is the one, traceable source of dealer demand.

"
*Meet
the Wife
Too*"

Thus the great question men ask of advertising today is, "Will it be seen and read by the millions?" Dealer sales rest chiefly on that factor.

That is why LIBERTY, offering four unique advantages in winning maximum consumer influence in the weekly field, has become an advertising sensation.

1

"LIBERTY Meets the Wife, Too"

85% of all advertisable products are influenced by women in their sale. Few advertisers today can afford to overlook "the wife" in the costly weekly field. 46% of LIBERTY's readers are women. Every issue appeals alike to men and women because of LIBERTY's unique policy of editing to both. That means a 100% reading in the home. Because

"No Buried Ads"

LIBERTY appeals to the whole family its reading is multiplied.

2

"No Buried Ads"

Every ad in LIBERTY is printed at or near the *beginning* of a fiction or editorial feature. That's due to a unique type of make-up which no other publication employs. Thinking men don't ask, "Will my ad be read?" when that ad is booked for LIBERTY.

3

Minimum Circulation Waste

78% of LIBERTY's total circulation is in the districts which return 74% of the total taxable incomes of the country, 48% of the total motor-car registration, and in which by far the great majority of advertised products are sold.

4

99% Newsdealer Circulation

LIBERTY has a net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. LIBERTY is not sent to these

readers wrapped up — unlooked for. They buy it, bring it home, read it of their own will. That means a circulation that is *responsive* because it is 100% interested in LIBERTY.

99% Newsdealer Circulation

For those reasons results among the most remarkable in advertising are being attained for scores of America's leading advertisers.

Results that achieve a reduction in inquiry costs of 40% and more. That are multiplying dealer sales. That are activating sales organizations, dormant to costly campaigns in less forceful publications, to respond to a man, almost overnight, to advertising in this amazing weekly.

Those factors have made LIBERTY an advertising sensation. Note how America's leading advertisers have flocked to its columns. Inquiry costs are being cut 40% and more, dealer sales multiplied, sales organizations activated beyond previous conceptions. All on the simple proposition of *advertising primarily to the REAL BUYERS of the country.*

78% Circulation in Big Buying Centers Only

Have You Read LIBERTY'S Home Building Book—"One Little Innocent Article Started It"—Ask For It

5c Liberty

A Weekly for the Whole Family

A net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. Page rate, \$3,000. Rate per page per thousand, \$2.72. The cost of LIBERTY is lower per thousand circulation —back cover excepted—than any other publication in the weekly field.

Mystery

"PROFESSOR," asked the freshman, "What in heaven's name happened to people and things before Newton discovered gravitation?"

Many business people reflect this naive attitude toward advertising. As if this force, which has existed since Man learned a sign language, were newly discovered!

The organization of advertising into something resembling order has been a matter of comparatively few years. These might have been shortened much had advertising got off to a decent start. But with the patent medicine people the first really to recognize and sponsor it and with Barnum's humbug slogan its given name, its heritage was fraud and its patrimony suspicion.

The first job of those choice souls who found that square advertising was a power for progress was to clean house. There's a bit of dirt in the corners and some over the picture moldings, but that will be reached in time. Eventually any little boy who forgets to wash behind his ears will not be allowed to play at all.

Then advertising traversed the path from chance to system. It developed from humbug to sincerity. It came from noise to sense.

Now—and here's the rub and moral, if any, in this screed—there is some tendency toward another species of humbug. I refer to the tendency to make a mystery of the simple processes of advertising and to give everything a trick title from "Channels of Approach" to "Consumer Acceptance," and so on to the bitter end.

All of this would simply sound funny and work no harm were it not for the fact that the promulgators of this nonsense become so shrouded in their own fog that they lose sight of the real purposes of advertising. Or they use this sophistry to mask weaknesses in ideas, copy or media. After all, it is upon those three that successful advertising is founded.

There need be no mystery about advertising. The simple, old-fashioned names for publication, circulation, seller, buyer, and so on are not improved by gilding.

BETTER WAYS OF DOING THE SAME OLD THINGS—that is the motif of the future.

A. R. Mayjer.

for
INDUSTRIAL POWER
608 So. Dearborn Street
Chicago, Ills.

Editorially Industrial Power thinks straight. It is plainly, simply, interestingly and constructively edited for the influential men in 42,000 important industrial plants.



A Cross-Section of American Life

A very interesting young man landed on these—more or less—hospitable shores a few days ago.

Though born in France, educated in England and a resident of Paris, he calls himself an American because his father and mother were. The purpose of his visit is "to become acquainted with the United States." He will spend about a month here and his itinerary covers only three cities—New York, Washington and—Hollywood!

Hollywood, he believes, will give him a "cross-section of American life."

Wow!

The Sesqui-Centennial Exposition

The Sesqui-Centennial Exposition, it seems to me, has been unduly secretive in the matter of advertising.

In April I passed through Philadelphia on my way south; and on the train, I fell in conversation with a man who lives in Philadelphia. We talked about all sorts of things. Finally, I asked him about the Exposition. Was it to be held this year or next? Or had it been abandoned? He did not know! Nor did I!

The Exposition opened June 1; but six weeks before that date, two fairly intelligent men, one living in New York, the other in Philadelphia, were quite in the dark as to whether it would be held this year or next—or not at all.

Coupons

There are exceptions, of course, but as a rule, the "chain-stores" sell at somewhat lower prices than the "independents."

This does not seem to be true of the cigar and cigarette chains. Their prices, my experience is, are noticeably higher than those of competitors—the chain drug-stores, for example; not to mention the "Why Pay More?" stores.

The reason? Coupons, I imagine. Which brings up for discussion a very pretty question: Has the coupon justified itself as a business-getter and a business holder?

Granting that a large proportion of the patrons of the cigar-chain stores want coupons, it is not possible that

the chain-cigar stores, by adhering to their policy of higher prices with coupons are not getting the patronage of a still larger number of smokers who prefer lower prices without coupons?

I ask this question because I am very strongly of the belief that I am not the only man who prefers to pay \$1.20 for a carton of cigarettes without coupons as against \$1.35 with coupons.

A Year Without a Summer

The belief that 1926 may be a "year without a summer" seems to be gaining ground.

If this should prove to be the case, there is no telling what the effect on business might be.

The garment trade, the railroads, the summer hotels, the production of food-stuffs, the automobile industry—an abnormally cool summer would raise the very dickens with them.

St. Andrew's Day!

The man who occupies the apartment adjoining mine is a Scot. Occasionally—Saturday nights, particularly—he and his wife break loose. They talk, sing and laugh until all hours.

Not long ago I protested, as good-naturedly as I knew how, against the noise that had come through the window of his living-room the night before and which had echoed and re-echoed in the air-shaft of the building.

He was shocked to have me complain. "Do you not know," he asked "that it was Saint Andrew's Day?"

Far-Flung Advertising

On the bench in Riverside Park, whereon I sat last night to smoke an after-dinner cigar, was a copy of "El Espectador—República de Colombia, Bogotá, miércoles 21 de abril de 1926"—Wednesday, April 21, 1926. It had, of course, been left there by some Latin-American. The largest advertisements in it were of American and Canadian business concerns—the National Cash Register Company, the Sun Life Assurance Company, Royal Baking Powder Company, the Royal Bank of Canada, Mentholatum, Van Heusen Collars and Chesterfield Cigarettes—which latter, by the way, was incomparably the best advertisement, typographically, in the paper. Two or three patent-medicine advertisers were represented; and a Newark, N. J., "especialista" had a good-sized advertisement, offering to make "perfect men" of those who are "preparing for matrimony."

JAMOC.

Radio Dealer Problems

[CONTINUED FROM PAGE 32]

trical servicing and it will not work; put it in the hands of a demonstrator who has no musical appreciation and it will not appeal; house it in an unsightly case and it will not sell."

Sales managers for radio manufacturers can quickly satisfy themselves as to "Who makes the best radio dealer?" by tossing away their statistics and the reports of their distributors and substituting a few days personal interviewing of retailers.

IF a hardware store is a good outlet, do not be satisfied to "score one" for the hardware dealer; if a department store, let not that main fact obscure a further analysis of radio selling. It is important to discover whether the radio manager for the store is an ex-rug salesman, an ex-electrician, an ex-phonograph man, or an ex-what-not. Carry the same searching analysis into the department by learning the antecedent training of the successful salesmen.

The radio-dealer problem resolves itself down to this:

(1) The manufacturer will not determine where people will ultimately buy radios. The people will decide. (2) the type of dealer is less important than the type of individual man. (3) Cheap sets, very expensive sets, portable sets and a price range from \$75 to \$450 represent four distinct types of radio merchandise. They will be marketed through slightly differing channels.

Bearing in mind these three qualifications, what becomes of the question "Who makes the best radio dealer?" In statistical percentages five types of outlet contend for first place: department, electrical, furniture, music and radio shop (alphabetically arranged).

If the sales manager breaks down the percentage ratings of these five by weighing them for sales volume, the electrical dealer and the exclusive radio shop will drop out; except that (1) Individual dealers will make themselves important through their individuality. (2) The exclusive radio shop is a noisy outlet for cheap sets. (3) The exclusive radio shop is "done," save in the large city, because of the seasonal nature of radio. Theoretically the best, actually it is the poorest outlet. (4) Electrical stores deal more in radio parts and accessories than in sets.

The remaining outlets (department, furniture, music stores) will break down into a single type so quickly that the sales manager will scarcely believe his own conclusions. If the same conclusions were brought to him by any "survey" or investigator, they would be thrown out at once.

These three major radio outlets

merge into one when analyzed under a question—"what was your business before you began selling radio?"

If there is a radio manager for an important department store in this country who has not been either a piano or a phonograph salesman, or a musician, I have failed to find him. If there is a radio manager for an important furniture store without like antecedents, he has escaped me. The Waukegan clothier is a musician; the Akron jeweler's radio manager, an ex-phonograph man, the Chicago electrical-supply dealer, an unusual violinist.

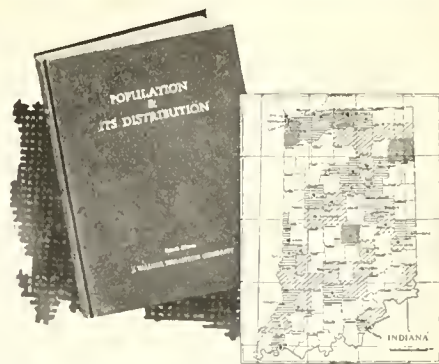
Forget, then, all the considerations urged by the music dealers: that they have an established clientele, know how to deal with ladies, have attractive rooms, provide sound-proof demonstration rooms, are open evenings, understand instalment selling, etc. Such are but the externals of the musical dealer.

"Type of dealer is less important than type of individual." Analysis of the "type of individual" in the three important "types of dealer" reveals a single predominating type; the musical—either the man who knows music as an art or the man who has learned to sell musical instruments.

NOTHING in radio will come as so great a surprise to the sales manager. Nothing will be so illuminating to him as he lays out merchandising plans. Cabinets? Of course the trend will be toward finer finish and greater eye-appeal. All the traditions of music point to the answer. Tone? The roars and buzzes which do not bother the ex-telegrapher and the radio expert will not satisfy the music dealer. If a receiving set has no tone quality, it cannot be marketed on any permanent basis. Price? Of course fair prices will be obtained. The music store has the reputation of selling quality at quality prices. Selectivity and distance? They are of less and less importance. The music store talks enjoyment, not lunacy. Loud speakers? "The low notes of the cello solo—so low that the ear can almost count the string's vibrations—as important as the high soprano; and unobtrusive appearance all the time."

The department store, the furniture dealer and the music shop may shift among themselves as "best radio dealer" but the three of them combined cover the major radio outlet of the immediate future.

The radio shop (exclusive) and the electrical shop are the natural outlets for cheap radios. Portables have an additional number of outlets to themselves. The very expensive sets and those ranging in price from \$75 to \$450



New, Enlarged Edition—two complete sets of state maps showing income tax returns and shopping areas
—Price \$7.50

1925 Mid-census population figures

THE fourth edition of "Population and Its Distribution" has been completely revised and expanded. It contains nearly 400 pages of maps and statistics, many of which have never before been available in book form.

This book contains—

679 Retail Shopping Areas—The retail buying areas of the entire country are given—together with a complete set of maps showing each area according to its *commercial* rather than *political* boundaries.

Income Tax Returns—Tables and maps showing tax returns for every county in the United States arranged for ready comparison with population figures for the same county.

Retail and Wholesale Dealers—A new compilation made for this book covering eighteen trades by states and cities—including hardware, grocery, drugs, automotive, etc.

Chain Stores—The number of chain stores in every city over 25,000 is listed.

1925 Population Figures—Latest figures based on state censuses and Federal estimates. The population of cities and towns in each state is grouped according to size. The number of cities in each group and the population of each group can be seen at a glance.

We shall be glad to send you a copy of "Population and Its Distribution" upon receipt of seven dollars and a half (\$7.50). If you wish to return the book within five days we shall refund your money. Just fill out the coupon below.

J. Walter Thompson Company, Dept. J
244 Madison Ave., New York City

I enclose \$7.50 for the fourth edition of "Population and Its Distribution."

Name

Address

The Gusher in the Oil Business

The Gusher is spectacular, but it wastes oil. A steady flow of well-directed advertising is preferable to the spectacular kind with no controlled and directed purpose. OIL TRADE is a paying medium that brings consistent and regular results to the surface.

Our Department of Research and Selling Helps has prepared a comprehensive survey of the market in the oil industry, in booklet form, under the title: "More Business from the Oil Industry." Send for a copy.

The Oil Trade

350 Madison Avenue

New York City

Chicago

Pittsburgh

Tulsa

Los Angeles

New Directory of Mexican Industries

Compiled and revised by the Mexican Department of Industry, Commerce and Labor.

Containing 16,000 valuable addresses of all industries now operating in the Republic of Mexico.

Machinery manufacturers, raw material houses, exporters, lumbermen, merchants and bankers. You all want to have a copy of this valuable book on Mexican Industries.

Order your copy TO-DAY.

\$10.00 Post Paid or remitted C. O. D. Parcel Post if desired.

Campaña Mexicana de Rotograbado
(Mexican Rotogravure Co.)
MEXICO CITY

ELECTRICAL
ANIMATED
AND
STILL

DISPLAYS for
WINDOW,
COUNTER,
and EXHIBITS

Effective—Dignified
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
19 WEST 27th ST NEW YORK

—in other words the real volume of radio—find their best outlet through retailers with the musical type of man on their staffs.

This is the second of a series of articles on radio by Mr. Haring. The third will appear in an early issue.—Editor.

We Are Missing the Fundamentals

[CONTINUED FROM PAGE 22]

is based upon economics—culture, religion, civilization—everything must have an economic background, and the cost per ton mile is the background of the fundamental of civilization.

It means a higher rate of wages, a higher standard of living, and with a higher standard of living, a greater inclination to contribute to cultural developments, to the progress of religion, to the progress of people, and to civilization. That is the fundamental.

We are not in the business of selling pleasure cars. We have a lot of fun with the business now, because it is just in the mining camp stage. It is just beginning to open up.

You know, there are about 20,000,000 automobiles in this country and only about 5,000,000 in all the world besides. Last year the industry shipped 750,000 cars abroad. That is a good beginning but it is not the end. The saturation point will be reached in the business of transportation when every civilized individual on the face of the earth has some means of individual transportation and none ever wear out. That is the business we are engaged in. It has been interesting, fascinating, more than reasonably profitable, because the demand had been accumulating for 2,000 years.

You people are all alike; you are no different from me. You may think you are smarter than I am. You may think you are peculiar. You may think you are strange, but you are not. You are all alike when it comes to selling and advertising. You have just the same reactions, and here is what they are:

Father over there thinks in terms of economy—the payroll. He has to produce the money. Mother over here thinks in terms of her children's opportunity. Daughter thinks of social prestige and a happy marriage. The boy thinks of travel, speed, adventure, get-up and go. That is true in every family.

Then there is a pet in every family. It is a horse, a dog, a baby, or a radio outfit, a Victrola, automobile, or something else in which they have pride of ownership. Those are the five fundamental family factors and points of view. If you depart from those, you are wasting your money. You are selling from your point of view. You are telling the girl that you want to marry all about yourself instead of telling her how wonderful she is. It is just fundamental—perfectly simple.

But clever people can't seem to understand it. They don't do it that way because it isn't clever enough; it isn't complicated enough.

Those four people in that family have just five ordinary recognized senses. They haven't any other except this thing called balance which is controlled by little canals of the ear, but they react ordinarily in accordance with their five senses.

YOU don't have to go far to get ideas for advertising. It isn't hard to write advertising to people like that. It is based upon those simple, human fundamentals, and when you do it that way, you can sell your output for one-fifth the amount of money that any other manufacturer is spending doing an equal volume. It is interesting, isn't it? It is economic. It is just cheaper, that is all. The other fellows are writing long pages, reading like the Declaration of Independence and the Congressional Record. Why do they do it? Because the first successful men in this country probably couldn't sign their own names. They just had the knack of making money. They weren't educated, so they hired school teachers and ministers to write their advertising.

In these times advertising in the advertising pages of a publication must compete in reader interest with the reading matter in the publication, and if you can't put romance, if you can't put jazz into your advertising, you are whipped; people won't read it. There are too many pages in the publication. They won't pick you out and read your copy unless it is as interesting as the copy inside the publication. They may see your name. They may get a reiterating impression of your name, but they won't read it and they won't write 150 or 200 letters a week commenting upon it.

There is nothing to this whole problem of advertising and selling except thinking in terms of fundamentals, thinking in terms of ourselves—how we feel about things, how the other fellow feels about them—and if you think from his point of view and write it from his point of view, he will read it and like it and talk about it. And then you will have advertising.

Sales Manager Club Elects

At the final meeting of the fiscal year, held on June 18, the New York Sales Managers' Club elected the following officers: President—O. C. Harn, chairman of the sales committee, National Lead Company; vice-president—R. D. Keim, director and general sales manager, E. R. Squibb & Son; treasurer—C. R. Acker, vice-president, Brandt Automatic Cashier Company. Owing to the prolonged illness of C. H. Rohrbach, who has been secretary of the club for many years, Bevan Lawson, promotion sales manager, Dictaphone Sales Corporation, was elected secretary.

Its Editorial Influence Is National!



MATTHEW O. FOLEY, the Outstanding Hospital Editor, Founder of National Hospital Day, now an International Institution.

RECENTLY, in one day, Mr. Foley, editor of *Hospital Management*, had correspondence with hospitals in nearly half the states in the Union. The list of states which follows gives an idea of the widespread contact of *Hospital Management* in hospitals throughout the country.

Massachusetts
Washington
California
Arizona
Illinois
New York

New Jersey

Ohio
Connecticut
Vermont
Pennsylvania
Idaho
North Dakota

Indiana
Mississippi
Wisconsin
Virginia
Arkansas
North Carolina
Nebraska

Most of these letters were in answer to some inquiry regarding hospital administration, for to Mr. Foley, the outstanding editor of the hospital field, the hospitals of the nation have learned to look for authoritative advice and helpful suggestion.

No journal is better than its editorial service, and it is because of the high character of the service of *Hospital Management* that it is giving to its advertisers not only coverage, but the intimate, friendly contact that is the biggest factor in advertising.

Hospital Management

Member Associated Business Papers, Inc.

Member Audit Bureau of Circulations

537 S. Dearborn Street

CHICAGO

Topeka Daily Capital

The only Kansas daily with circulation thruout the state. Thoroughly covers Topeka, a midwest primary market. Gives real co-operation. An Arthur Capper publication.

Topeka, Kansas

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have seven other jewelry journals combined.

House to House Selling

Here's an organization of direct selling specialists, serving many of the most successful firms in the field. Our long experience and accumulated knowledge of "Straight Line Marketing" will be valuable to you. Write us about your plans before you experiment. THE MARX-FLARSHEIM CO., Rockaway Bldg., Cincinnati.

Shoe and Leather Reporter Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday. \$6 yearly. Member ABP and ABC.



New York's newest and most
beautifully furnished hotel—
accommodating 1034 guests

Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET
\$250
ROOM WITH PRIVATE BATH—
\$350

*If it's a triumph in
every way
it's an*
**WINSON-FREEMAN
WINDOW DISPLAY**

[327 E. 29th St.]
Lexington 5780
New York City

Specializing
in window and
store display
advertising

THE AMERICAN ARCHITECT
A. B. C. Est. 1876 A. B. P.
50 Years of Service to the Architectural
Profession and Its Results

THE AMERICAN ARCHITECT numbers among its
readers several who have been continuous sub-
scribers for half a century and its average renewal
for a period of years is over 77%.

When considering the cultivation of this market
write for information and the complete service we
render.

239 West 39th St. New York

The Standard Advertising Register

is the best in its field. Ask any user. Supplies
valuable information on more than 8,000 ad-
vertisers. Write for data and prices.

National Register Publishing Co.
Incorporated

15 Moore St., New York City
R. W. Ferrel, Manager

Bakers Weekly A.B.C. - A.B.P.

NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory
and experimental bakery for determining the
adaptability of products to the baking in-
dustry. Also a Research Merchandising De-
partment, furnishing statistics and sales analy-
sis data.

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor
Displays

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesman Wanted

Getting Facts Through A Survey

[CONTINUED FROM PAGE 28]

for some products are determined by the economic status of the people. Silk underwear, for instance, may be ever so much desired but, under present circumstances, it is a luxury not practical for general use. Other markets rest on habits and customs, as for example, market preferences for brown eggs in Boston and for white eggs in New York. Others are dependent on prejudices such as those which account for the difficulty of selling certain cuts of meat. Climatic conditions are another factor. Mufflers and ear tabs sell briskly in New England, and not at all in certain other sections of the country. Racial influences are among the strongest factors determining markets. The 978 foreign language newspapers published in the United States bear evidence of the importance of racial cleavages.

THE technique for conducting inquiries has been assuming more definite form from year to year. Some generalizations about working methods now in use are possible when the activities of some of the leaders in this field are examined.

The investigations which are conducted by advertising organizations for the purpose of collecting data on which to base advertising plans fall into two main classes:

- (1) Those which are designed to produce simple facts.
- (2) Those which are designed to yield collections of opinions or judgments of considerable numbers of people.

Generally speaking, the first type can be cast in the form of questions calling for categorical answers. The second, in contrast, involves more or less complex or qualified answers based on human views or reactions. These two types of inquiry merge into each other and they may even be carried on side by side, but in discussing them there is an advantage in keeping clear the underlying distinction between them. In the first type, the emphasis is mainly on the quantitative aspects of the investigation. If, for example, a given food product were under investigation, one of the first points to establish is how many people there are who either do, or can, use the product; and not until some conception of this mathematical fact is in hand, is it feasible to evaluate properly the supplementary data reflecting the more detailed opinions or judgments which are the result of habits or other qualitative factors.

For investigations in quest of factual data, the procedure is in the main comparatively simple and direct. In de-

termining the field for investigation, the problem is largely one of numbers. The questionnaires designed to bring out data from the field once selected ordinarily are simple and short, asking for straight categorical affirmative or negative answers. The actual gathering of these data is also relatively simple, the factors involved being mainly those concerned with securing a large number of answers cheaply, quickly, and impersonally, and the final tabulation of the material after it has been collected usually is equally direct and free from serious complications.

The second type of investigation, covering opinions and judgments on which decisions about consumer purchases may be based, involves much greater complexity in each of the four essential steps.

In the first step—determining the field for investigation—great care is necessary in the selection of representative sample groups. To a certain extent it is possible to make good use of existing selections. For example, the subscription lists of magazines often present the result of a process of natural selection which has been going on over a period of years, so that by taking into consideration the character of the magazine it sometimes is possible to get a fairly well-chosen sample group. Similarly, there is a certain amount of selection represented by some types of previous purchase. Owners of high-priced automobiles, for instance, may be assumed to be a reasonably well-selected group for other high-priced purchases.

IN the second step—the preparation of questionnaires—this more complicated type of investigation calls for careful planning. This involves not only care in the selecting of strategic facts, but also in the formulation of the questions so as to secure the truthful answers with a minimum of distortion due to self-consciousness on the part of those answering them. At the same time it is necessary so to plan the questionnaires as to keep the way open for obtaining any unusual reactions, thus avoiding deadening or deceptive standardization.

In the third step—the collection of data for this type of inquiry—the working methods need to be carefully chosen in order to insure securing enough material to make the result representative without collecting more than is necessary for insuring accuracy. Personal visits to those whose reactions are sought are the most thorough, and in many respects the best method

of procedure; but this method is costly, slow, and under ordinary circumstances yields relatively a small amount of data. The facts thus gathered also have the disadvantage of being constantly in danger of modification by the personal reactions of investigators. Mail inquiries will yield reactions from large numbers and are thoroughly impersonal. In fact, their impersonal character is one of their chief drawbacks. Combinations of these two methods, or perhaps combinations of these with still other methods of investigation, make it possible to get enough reactions to be representative, and at the same time to insure responses which are significant.

In the fourth step—the tabulation of data once obtained—this more complicated type of investigation makes it impossible to set hard and fast rules which are uniformly applicable. In brief, it may be said that it is necessary to conduct the work of tabulation in such a way as to insure accuracy while at the same time preserving such personal or individual qualities as are likely to be useful in interpreting results.

Advertising Clubs Convention

[CONTINUED FROM PAGE 40]

The Study of Advertising for the Churchman

By George French

THE first step toward advertising a church is manifestly to get a right conception of advertising. As I am supposed to refer to publications which may be read, or studied, by the church advertiser, I will refer to what I regard as the best presentation of the advertising idea that has been recently published—perhaps the best that ever has been published in limited space, "The Truth About Advertising," by Earnest Elmo Calkins, in the *Atlantic Monthly* for May, 1926. This article is written in the cool light of fact by a man who has been an advertising agent for a generation.

Following the careful reading of this article, I suggest that the seeker after advertising knowledge read Mr. Calkins' book on advertising, entitled "Modern Advertising." It is quite professional, but is about the best book I know of for this purpose. It gives a very good idea of what the business of advertising is and how it is applied to promote business enterprises; and that is what a church must consider itself to be if it is to make itself felt by large numbers of people.

When one has a fairly good idea of what advertising is and does in business, it is well to take cognizance of what it has accomplished, and for that purpose I am obliged to specify a book of my own, "Twentieth Century Advertising," recently issued. It reviews

Three Years' Record

THE circulation of The FORUM three years ago — July 1923 — was but 2,000 net paid.

TODAY over 60,000 men and women purchase the FORUM every month.

THESE people have responded to live editorial content. They also respond to good advertising.

Member Audit Bureau of Circulations

FORUM

America's Quality Magazine of Controversy

247 PARK AVENUE

NEW YORK

Are you looking for an employee?

If so, turn to page 73 on which THE MARKET PLACE appears. There you will find the advertisements of several advertising men looking for good connections. Perhaps one will just suit your requirements.

The NEIL HOUSE



The newest and now the Leading Hotel in COLUMBUS, OHIO
Opposite the State Capital
655 ROOMS—655 BATHS
RATES FROM \$10.17
EUROPEAN PLAN

SPECIAL FEATURES
Club Meals in Main Dining Room and Grill Room
Blue Plate Luncheon
COUNTER SERVICE AT POPULAR PRICES
Luncheon Clubs served in private dining rooms at 75¢ per person.

The facilities for dance, luncheon, dinner and card parties, large or small are so unusually good that Sorority and Fraternity functions are always enjoyed.

Under the Direction of
GUSTAVE W. DRACH, President and Architect
FREDERICK W. BERGMAN, Managing Director

Field Surveys

We have 220 cities and towns covered with resident investigators trained to get answers to questionnaires. Dealers, \$1.50; Consumers 75c.; Jobbers, business houses, \$3.00.

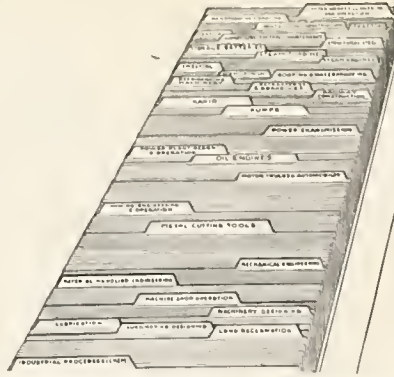
Seventeen years' of experience behind our work.

THE BUSINESS BOURSE

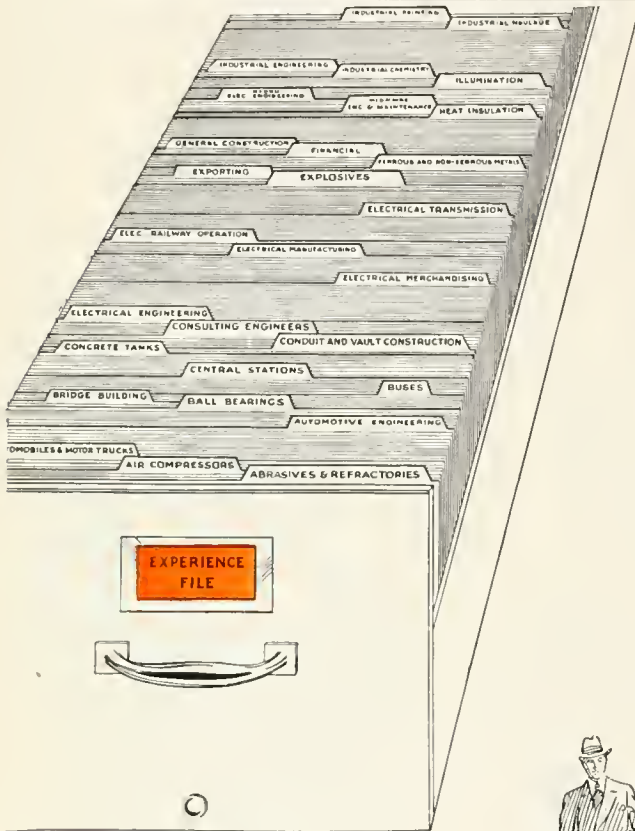
15 West 37th St., New York City

Tel.: Wisconsin 5067

In London, represented by Business Research Service, Aldwych House, Strand



Knowledge of your industry



A Few Facts From The Experience Index

Going through the McGraw-Hill experience file at random you will find such facts as these:

- 5 McGraw-Hill men formerly in automotive engineering.
- 8 McGraw-Hill men formerly in material-handling engineering.
- 2 McGraw-Hill men formerly in subway construction.
- 12 McGraw-Hill men formerly with process (chemical) industries.
- 9 McGraw-Hill men formerly in electrical merchandising.
- 4 McGraw-Hill men formerly consulting engineers.
- 16 McGraw-Hill men formerly with central stations.
- 9 McGraw-Hill men formerly with electric railways.
- 6 McGraw-Hill men formerly machinery designers.

And so on.



From shop and mine, from factory and generating station, from chemical laboratory and construction job, from jobber and dealer, have come the men who make the McGraw-Hill organization. Production men, operating experts, specialists in selling from many industries have come to develop the McGraw-Hill Publications as authorities in industry . . . authorities, first, to their subscribers, the creators and builders of industry . . . authorities, next, to the men who are selling to industry.

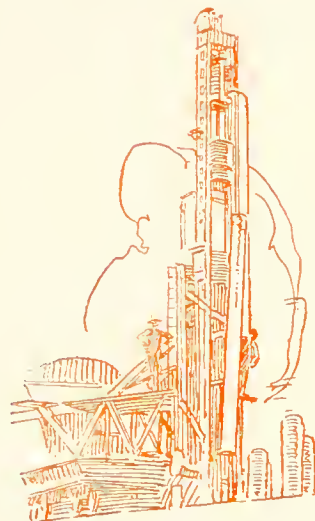
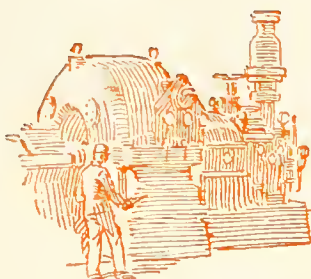
As editors, department heads, service men, marketing counselors and field representatives, these men have become essential units in the McGraw-Hill organization, absorbing its purpose and spirit and devoting their fine attainments to carrying forward its tradition of over a half-century's service to industry.

The experience of these men has been cataloged, classified and filed for instant reference. That file is the nerve center of the organization. Thumb over the index tabs and it will be strange if you do not find a man, or twenty men, who have a working knowledge of the industry to which you sell, or the equipment which you make.

For more than fifty years the McGraw-Hill Company has known industrial America. Its contacts have been inside contacts; its fund of experience is the composite gained in shop, factory and field.

Through this intimate knowledge and constant contact, McGraw-Hill seven years ago sensed the step that industry is now taking in applying to its selling the same science and caution that have advanced industrial production and reduced costs. The service of McGraw-Hill Publications was extended to embrace not only the publishing of technical information on production and engineering but counsel on scientific, waste-free selling. This counsel is epitomized in the following McGraw-Hill Four Principles of Industrial Marketing which today are bringing country-wide endorsement from industry, bank, advertising agency and university.

MARKET DETERMINATION—An analysis of markets or related buying groups to determine the



is here!

potential of each. With a dependable appraisal of each market, selling effort can be directed according to each market's importance.

BUYING HABITS—A study of the selected market groups to determine which men in each industry are the controlling buying factors and what policies regulate their buying. Definite knowledge eliminates costly waste in sales effort.

CHANNELS OF APPROACH—The authoritative publications through which industries keep in touch with developments are the logical channels through which to approach the buyer. In a balanced program of sales promotion these publications should be used effectively and their use supplemented by a manufacturer's own literature and exhibits.

APPEALS THAT INFLUENCE—Determining the appeals that will present the product to the prospective buyer in terms of his own self-interest or needs.

These Four Principles are more than a formula. They are a method, repeatedly tested by practical application, backed by a half-century of intimate acquaintance with industry. Any manufacturer selling to industry can apply them to advantage in his own marketing program. Our Marketing Counselors will be glad to lay the details before you or your advertising agent. A conference can be arranged by communicating with our nearest office.



McGRAW-HILL PUBLISHING COMPANY, INC., NEW YORK, CHICAGO, PHILADELPHIA, CLEVELAND, ST. LOUIS, SAN FRANCISCO, LONDON

McGRAW-HILL PUBLICATIONS

45,000 Advertising Pages used Annually by 3,000 manufacturers to help Industry buy more effectively.

CONSTRUCTION & CIVIL ENGINEERING
ENGINEERING NEWS-RECORD
SUCCESSFUL METHODS

ELECTRICAL
ELECTRICAL WORLD JOURNAL OF ELECTRICITY
ELECTRICAL MERCHANDISING

INDUSTRIAL
AMERICAN MACHINIST INDUSTRIAL ENGINEER
CHEMICAL & METALLURGICAL ENGINEERING
POWER

MINING
ENGINEERING & MINING JOURNAL
COAL AGE

TRANSPORTATION
ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION

OVERSEAS
INGENIERIA INTERNACIONAL
AMERICAN MACHINIST
(EUROPEAN EDITION)

RADIO
RADIO RETAILING

CATALOGS & DIRECTORIES
ELECTRICAL TRADE CATALOG
RADIO TRADE CATALOG
KEYSTONE CATALOG (COAL EDITION) KEYSTONE CATALOG (METAL-QUARRY EDITION)
COAL CATALOG CENTRAL STATION DIRECTORY
ELECTRIC RAILWAY DIRECTORY
COAL FIELD DIRECTORY
ANALYSIS OF METALLIC AND NON-METALLIC
MINING, QUARRYING AND CEMENT INDUSTRIES

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the growth of functioning of advertising in every phase from about 1900, without undertaking to demonstrate any particular theory.

To discover the easy route into peoples' minds, through the eye, read with care and thoroughness the first part of Huey's "Psychology and Pedagogy of Reading," which is, I believe, one of the two or three most important books for advertisers ever written. It gives in concrete and non-professional language a fascinating revelation of the powers and inclinations of the eye.

Having some good copy, it is necessary to make the advertisement equally good as a design. It has always to be remembered that the first optical quality of an advertisement which is to be read is that it be agreeable to the eye, a picture that will charm and please, and so lead to the reading of the copy. A great proportion of advertisements fail, partially or wholly, because they are not set in a physical framework that is enough of a picture to lure the casual reader of periodicals.

Radio Advertising

By Martin P. Rice

Manager, Advertising, Publicity and Broadcasting, General Electric Company

BROADCASTING will probably not be employed in direct selling until some plan is provided by which such advertising can be definitely segregated from all other programs. However, broadcasting supplies us with a new medium which permits us to speak to vast audiences simultaneously. It has already been widely used for entertainment; education; the dissemination of news; the presentation of political opinions; the extension of church services; financial, market and stock reports; and detailed accounts of athletic events. It has been successfully employed in institutional or good-will advertising, and many of the applications for broadcasting stations now pending in Washington are undoubtedly inspired by the desire to employ broadcasting in this capacity.

The extent to which broadcasting may be employed in advertising will depend ultimately upon the facilities available and upon the adaptability and ingenuity of advertisers to make use of an entirely new medium. In the field of public utility advertising it has the peculiar advantage of expressing personality and of reaching customers in their homes when they are at leisure and their minds receptive.

Broadcasting is not suggested as a substitute for older forms of advertising and publicity, but as a supplementary agency. The public has not been educated to believe that it should pay the cost of broadcast programs any more than it expects to pay the cost of a newspaper or popular magazine—the advertiser pays, and there seem to be many advertisers interested in educational or institutional programs who are willing to pay the cost of broadcasting.

Prizes for Industrial Advertisements

A LARGE and interesting exhibit of industrial advertisements was held by the National Industrial Advertisers' Association in conjunction with their departmental session at the twenty-second annual convention of the Associated Advertising Clubs of the World, held last week in Philadelphia. Various prizes were awarded for excellence of one sort or another, announcements of which are made herewith.

Best exhibit of industrial advertising

1st prize—Silver cup offered by G. D. Crain, Editor and Publisher of *Class*, Chicago, won by the Link-Belt Company.

2nd prize—Choice of books offered by McGraw-Hill Company, won by Milwaukee Corrugating Company.

Best exhibit of a campaign

1st prize—Silver cup offered by McGraw-Hill Company, won by Warner-Swasey.

2nd prize—Choice of books offered by McGraw-Hill Company, won by Graybar Electric Company.

Best business paper advertisement

1st prize—Barometer offered by Penton Publishing Company, won by Niles, Bement, Pond Company. ("What will it do?—this?")

2nd prize—Choice of books offered by McGraw-Hill Company, won by American Brass Company. ("The copper cable held")

Best industrial advertising

1st prize—Silver cup offered by Combustion Publishing Company, won by Western Electric Company.

2nd prize—Choice of books offered by McGraw-Hill Company, won by American Rolling Mills Company.

Best direct-mail advertising

1st prize—Desk clock offered by Buckley-Dement and Company, won by Graton-Knight.

2nd prize—Choice of books offered by McGraw-Hill Company, won by General Electric Company.

Best use of art in industrial advertising

1st prize—Frame, full color art print of the "Spirit of Transportation"—Maxfield Parrish, offered by Mr. Ezra Clark, Clark Contractor Company, won by Bridgeport Brass Company.

2nd prize—Choice of books offered by McGraw-Hill Company, won by Rome Wire Company.

For the exhibit that makes the best use of color

1st prize—Full leather travelling bag offered by National Engineers, won by Jenkins Valve Company.

For the exhibit that shows throughout all its publicity work the best general tie-up to sell its institution, its line, etc.

1st prize—Choice of books offered by A. W. Shaw, won by Kearney-Tucker Company.

For the 12 Pieces of copy featuring real news interest

1st prize—Offered by New York Business Publishers Association, won by Bakelite Corporation.

For the best piece of advertising featuring a product which is neither manufactured nor processed but is delivered in its natural and raw state, as coal is

1st prize—Silver cup offered by Coal, published by Combustion Publishing Corporation, won by National Slate Association.

For the industrial association making the best showing at the Club

1st prize—President's cup offered by Bennett Chappell of the American Rolling Mills Company, won by Milwaukee Club.

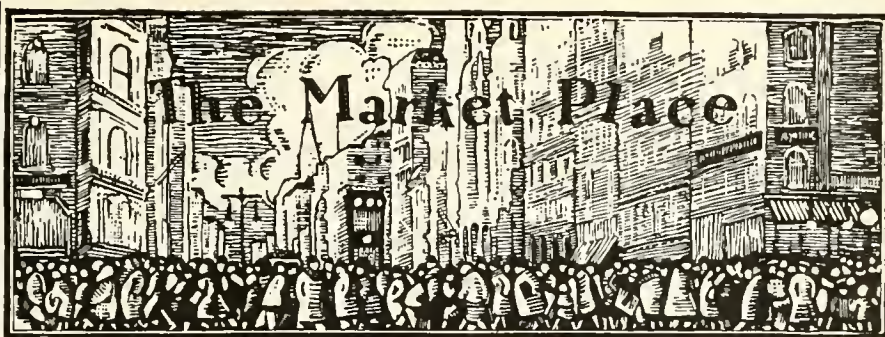
President—W. A. Wolff, Western Electric Company.

First Vice-President—Ezra Clark, Clark Contractor Company.

Second Vice-President—N. S. Greensfelder, Hercules Powder Company.

Secretary—H. B. Sigwalt, Milwaukee Corrugating Company.

Treasurer—J. N. McDonald, Anaconda Copper & Mining Company.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Position Wanted

Single, 29-year old, high type, steady and reliable young man, now secretary and treasurer of prominent realtor company in exclusive Phila. suburb, desires change.

Eight years' advertising agency (account executive, copywriting, space buyer, charge of service and production, N. Y. Agency) and N. Y. Times newspaper experience.

Open for only a really worth-while interesting connection. Can meet people. Likes to travel. Write Box 400, Advertising and Selling, 9 E. 38th Street, New York City.

Responsible employers in California or Florida especially invited to respond.

ADVERTISING MAN, the sort who gets right in and under your proposition and then produces individualistic advertising that is absolutely different; this man has two progressive clients, and is now ready for the third; correspondence confidential. Box No. 397, Advertising and Selling, 9 East 38th St., New York City.

DIRECT SELLING SPECIALIST. 15 years' sales and advertising experience qualifies me to establish a paying sales-by-mail department. Won with prominent advertising agency. Box No. 396, Advertising and Selling, 9 East 38th St., New York City.

SALES AND ADVERTISING EXECUTIVE Able and experienced in applying principles and meeting problems in market analysis, promotion, advertising and sales production. Successful organizer and coach. Staples, specialties, service, agency or manufacturer. Box No. 398, Advertising and Selling, 9 East 38th St., New York City.

SECRETARY

Competent young woman (25), thoroughly familiar with advertising operation, desires position as assistant to agency executive or advertising manager. Eight years' experience. Expert stenographer with ability to handle all advertising records and other details neatly and accurately. Thoroughly experienced in the preparation of schedules, ordering of space, billing and checking; also thorough knowledge of bookkeeping. Employed at present. Salary \$40. Box No. 399, Advertising and Selling, 9 East 38th St., New York City.

Here is a young ADVERTISING-SALES EXECUTIVE

that some business can profitably employ as Advertising, or Assistant Sales Manager. Thoroughly capable in preparing advertising of every form and to assist in directing dealer and sales forces. At present Sales Promotion Manager National Manufacturer. College trained—28. Box No. 401, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted

BANK SALESMEN

Wanted in a few open territories. Excellent commissions to good men and a real opportunity to earn big money. Can be handled as a side line or alone. Commissions justify the right men. Apply by letter, furnishing at least two references and giving particulars of ability and experience. DIETZ PRESS, RICHMOND, VIRGINIA.

SALESMEN WANTED

We desire to add to our New York selling force two experienced salesmen who are capable of selling high class lithographed cloth and paper display, cloth charts, posters, hangers, and outdoor signs. We have a modernly equipped plant with photo lith process, automatic offset presses and splendid Sketch Department. We can give the right men unusual support and co-operation in the way of sketches, dummies, samples and finest reproductions. Replies will be treated strictly confidential.

Sweeney Lithograph Co., Inc.
Belleville, N. J.
Belleville 1700

Business Opportunities

Am organizing a sales agency for intensive coverage of the drug store trade in greater New York. Would like to hear from concerns having a meritorious product and interested to secure this additional sales outlet. Address Box No. 402, Advertising and Selling, 9 East 38th St., New York City.

CAPITAL REQUIRED trade monthly in last growing field 60,000 to 100,000 advertising revenue first year. Principals are experienced in publishing. Will consider only offers from responsible publishing houses or persons. Box No. 402, Advertising and Selling, 9 East 38th St., New York City.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City.
Telephone Wis. 5483

Miscellaneous

BINDERS

Use a binder to preserve your file of Advertising and Selling copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding one volume (13 issues) \$1.85 including postage. Send your check to Advertising and Selling, 9 East 38th St., New York City.

"GIBBONS knows CANADA"

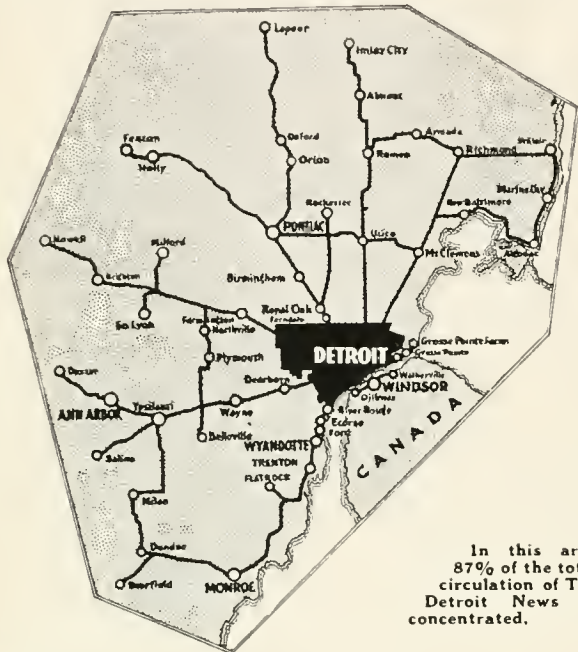
TORONTO

J. J. Gibbons Limited, Advertising Agents

MONTREAL

WINNIPEG

Adding 100,000 to Your Trading Territory



TAKE an atlas of the United States and note how few cities of 100,000 or more actually are found within the borders of this country. Then remember that each one of these 100,000 population centers supports numerous retail stores, even some wholesale outlets. Also bear in mind that many of these store proprietors earn profits that would bulk large even in a metropolitan community like Detroit. Then will you realize what the addition of 100,000 population actually means. And this is what Detroit News advertisers are adding to their trading zone through the increased circulation of this newspaper, which is equivalent to the total circulation of many a paper in a city of 100,000 or even more.

News Circulation Increases

36,169 Sundays **28,884** Week Days

Between May 1925 and May 1926

Advertisers in the Detroit market employing Detroit's one big medium enjoy the rare good fortune of obtaining an always greater coverage of the market than they anticipated. Between May, 1925, for example, and May, 1926, The News increased 36,169 Sunday and 28,884 week day circulation, bringing its total

circulation to 335,000 Sunday and 320,000 week days.

Now more than ever The Detroit News covers its field thoroughly. In fact, no other City of Detroit's size or larger is so thoroughly covered by one newspaper as Detroit is by The News.

The Detroit News

The HOME Newspaper

335,000 Sunday Circulation

320,000 Week Day Circulation

The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference. The Editor will be glad to receive items of news for inclusion in this department. Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL

Name	Former Company and Position	Now Associated With	Position
Ralph S. Page	F. R. Steel Co., Chicago	Fred M. Randall Co., Chicago	Acc't Exec.
Reed Taft Bayne	"News Tribune," Duluth, Minn. Vice-Pres. & Mgr. Editor	Same Company	Owner, Pres. & Editor
Laurence Riker	Olmstead, Perrin & Leffingwell, Inc. New York, Ass't Treas.	Same Company	Sec'y and Treas.
Edward H. Brown	"Herald & Examiner," Chicago Class. Adv. Mgr. (Out of Town)	E. H. Brown Adv. Agcy., Chicago	Pres.
S. F. Merena	"Herald & Examiner," Chicago Sales Representative	E. H. Brown Adv. Agcy., Chicago	Acc't Exec.
Edwin J. Sommers	F. R. Steel Co., Chicago	C. E. Brinckerhoff Organization Chicago	Mdse. Staff
M. A. Holmes	Transport Truck Co., Mt. Pleasant, Mich. Gen'l Mgr.	Commerce Motor Truck Co., Ypsilanti, Mich.	Sales Director
Frank P. Harrington	Polson Rubber Co., Cleveland Eastern Sales Mgr.	The General Tire & Rubber Co., Akron, Ohio	Mgr., Accessory Sales
George S. Dyer	Irwin Jordan Rose Co., Inc., New York	Friend-Wiener-Donohue Adv. Co., New York	Production Dept.
Frank P. Soper	Federal Motor Truck Co., Detroit Ass't Sales Mgr.	Same Company	Sales Mgr. (Distributor Division)
F. Edgar McGee	Kardex Rand Co., Tonawanda, N. Y.	The Globe-Wernicke Co., Cincinnati	Sales Pro. Mgr.
Walter M. Ringer	Washburn-Crosby Co., Minneapolis Mgr. Food Products Division	Rye Products Co., Minneapolis	Pres.
Henry B. Lent	Martin-Parry Corp., York, Pa. Charge of Advertising	Philadelphia Storage Battery Co., Philadelphia	Adv. Mgr.
Earl Shack	Littlehale Adv. Agcy., New York Head Copy Writer	Sheridan, Shawhan & Sheridan, Inc., New York	Production Mgr.
J. E. Heckel	Kuehnle, Inc., Philadelphia	Keystone Albumen & Paint Co., Philadelphia	Sales Mgr.
Paul R. Fish	National Hardwood Lumber Ass'n Acting Ass't Sec'y	"Lumber World Review," Chicago	Western Mgr.
Reed L. Parker	Whiting & Co., Chicago	The George L. Dyer Co., Inc., New York and Chicago	Vice-Pres. and Western Mgr.
Edward W. Tree	"Good Roads," Chicago Editor and Publisher	Interflash Signal Corp., New York	Adv. Mgr.
M. C. Meigs	"The Chicago Evening American" Adv. Director	"The Chicago Herald & Examiner"	Publisher
W. M. McNamee	"The Chicago Evening American" Ass't Adv. Mgr.	Same Company	Adv. Director
William R. Stewart	"Smart Set" and "McClure's" Western Adv. Mgr.	"Time"	Adv. Representative
John C. Keplinger	Timken Roller Bearing Co., Akron, Ohio Ass't Sup't Bearing Factory	Same Company	Adv. Mgr.
A. H. Thomson	"The Confectioners Gazette," Mgr.	Barrister Publishing Corp., New York	Pacific Coast Representative
D. J. Casper	"The Confectioners Gazette," New York Adv. Dept.	Barrister Publishing Corp., New York	Bus. Mgr.
William F. Rightor	Coty Company, New York	Fioret, Inc., New York	Gen'l Mgr., effective July 1
P. N. Rothe	Radford Publications, Chicago	Trade Periodical Co., Chicago	Bus. Mgr. Gen'l Mgr.
C. W. Jackson	Gundlach Adv. Agency, New York Vice-Pres.	C. W. Jackson & Co., Inc., New York	Pres. and Treas.
George H. Rails	Nicola, Stone & Myers Co., Cleveland Ass't Sales Mgr.	Gabriel Snubber Mfg. Co., Cleveland	Pres.
Mason Clogg	"Baltimore American"	"The Suffolk News," Suffolk, Va.	Adv. Mgr.
E. Francis Hertzog	The American Sugar Refining Co., New York York, Adv. Mgr.	Resigned	This company is discontinuing its Advertising Division.
George Willard Freeman	Corday & Gross Co., Cleveland Director of Adv. Service	Doremus & Co., New York	Acc't Exec.
E. N. Dillon	"Bronx Home News," New York	National Better Business Bureau, Inc., New York	Financial Investigations Dept.
Thomas R. Elcock	Central Leather Co., New York	Frank Seaman, Inc., New York	Sales Dept.
George d'Utassy	"Daily Mirror," New York	Same Company	Pres. and Treas.
W. B. Dimon	"The Tribune," Tulsa, Okla. Nat'l Adv. Mgr.	Resigned	
J. T. Cargile	"The Tribune," Tulsa, Okla. Acting Nat'l Adv. Mgr.	Same Company	Treas.
Crawford Wheeler	"The Tribune," Tulsa, Okla. Nat'l Adv. Mgr.	Same Company	Business Mgr.
Charles M. Barde	"The Tribune," Tulsa, Okla.	Same Company	Promotion Adv. Mgr.
Lewis R. Malone	"The Tribune," Tulsa, Okla. Ass't Local Adv. Mgr.	Same Company	Local Adv. Mgr.



LAUNCHED!

The new McCLURE'S is launched—successfully launched!

There is a sentimental interest in seeing such an old friend, as McCLURE'S was to so many people, revived and re-established.

The second number of this new McCLURE'S,—The Magazine of Romance,—is now on the newsstands with 60,000 distributors to push it, with 94 metropolitan newspapers carrying display circulation copy of generous size.

The rate of \$1.10 a line and \$450 a page is based on a guaranteed net paid A. B. C. sale of 200,000 copies. Buy now! Buy ahead now, for we believe you'll receive a substantial circulation bonus that will increase every month.

The new McCLURE'S is safely launched—prosperously launched, successfully launched—with the good wishes of many of the advertising fraternity and with the entire power of the International Magazine Company behind it.

The
New **McCLURE'S**
The Magazine of Romance

R. E. BERLIN, *Business Manager*
119 West 40th St., New York
Chicago Office, 360 N. Michigan Ave.

Advertising
& Selling• **The NEWS DIGEST** •Issue of
June 30, 1926**CHANGES IN PERSONNEL (Continued)**

Name	Former Company and Position	Now Associated With	Position
H. W. Hussey	"The Tribune," Tulsa, Okla. Local Adv. Staff	Same Company	Nat'l Adv. Mgr.
H. F. Best	M. C. Mogensen & Co., Inc., San Francisco. Salesman	Same Company, New York	Ass't Mgr.
Edward Gans	"The Herald," Fall River, Mass. Gen'l Mgr.	Resigned	
Louis J. F. Moore	Murok Realty Corp., St. Petersburg, Fla. Adv. Mgr.	Hearst Newspapers, New York	Promotion Dept.
Van R. Pavey	Wienes Typographic Service, New York	Ray D. Lillibridge, Inc., New York	Production Mgr.
James Stack	"American Weekly," New York	"Current History," New York	Adv. Representative
Arthur O. Roberts	The Miller Rubber Co., Akron, Ohio Editor "Tire Trade News"	Star Rubber Co., Akron, Ohio	Adv. and Sale Promotion Mgr.
Norris E. Inveeu	"Tacoma Daily Ledger," Tacoma National Adv. Mgr.	Same Company	Automobile and Nat'l Adv. Mgr.
Howard Perry	"Tacoma Daily Ledger," Tacoma Automobile Editor	"Portland Oregonian"	Display Dept.
H. J. Rosier	Henry C. Lytton & Sons, Chicago Ass't Adv. Mgr.	"Chicago Journal of Commerce"	Adv. Representative
Horace W. O'Connor	Marshall Field & Co., Chicago Charge of Advertising	Resigned	
J. Michael Kelly	"Advertising Club News" Editor and Bus. Mgr.	Standard Rate & Data Service, Chicago	Eastern Adv. Mgr.
D. J. Hinman	Campbell-Moss-Johnson, Inc., New York Bus. Mgr. and Space Buyer	I. A. Klein, New York	Adv. Representative
F. Kammann	Bureau of Engraving, Minneapolis Director of Adv.	"Engineering & Contracting," Chicago	Adv. Mgr.
H. J. Thorsen	Critchfield & Co., Chicago, Dir. of Service	Kling-Gibson Co., Chicago	Dir. of Service
F. William Haemmel	W. W. Hodkinson Corp., New York	H. E. Lisan Adv. Agency, New York	Art Director
W. B. Larsen	Royal Typewriter Co., Chicago Chicago Mgr.	Same Company, New York	Gen'l Mgr.
E. C. Sullivan	"Evening American," Chicago Nat'l Adv. Dept.	"Wisconsin News," Milwaukee	Nat'l Adv. Mgr.
Walter E. Hoots	"Whig-Journal," Quincy, Ill. Circulation Mgr.	"News and American," Baltimore	Promotion Mgr.
Carl R. Miller	The Adamars Co., St. Louis, Vice-Pres.	Louis H. Frohman, New York	Staff
T. I. Crowell, Jr.	Charles W. Hoyt Co., Boston, Mgr.	Colgate & Co., New York	Ass't to Adv. Director
Earl Lines	Rex Mfg. Co., Connersville, Ind., Adv. Mgr.	The Leonard Refrigerator Co., Division Electric Refrigeration Co., Grand Rapids, Mich.	Adv. Mgr.
Edward V. Peters	New Jersey Zinc Co., New York Gen'l Sales Mgr.	Tubize Artificial Silk Co., of America, New York	Vice-Pres., effective July 1
W. E. Cameron	Geyer-Dayton Co., Dayton, Ohio	Resigned	
W. F. Kentner	Benjamin & Kentner Co., New York, Sec'y.	Scheerer, Inc., Chicago	Vice-Pres.
W. G. Andrews	Pratt & Lambert, Inc., Buffalo Sales Mgr., Central Division	Resigned	Will remain a director of company.
W. G. Andrews	Pratt & Lambert, Inc., Buffalo Sales Mgr., Central Division	Tucker Rubber Corp., Buffalo	Chairman, Executive Committee and Gen'l Mgr.
J. W. Peckham	"Ceramic Industry," Chicago Charge, Pittsburgh Office	"Ceramic Industry" and "Brick & Clay Record," New York	Eastern Representative

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
*The Jell-o Co., Inc.	LeRoy, N. Y.	Jell-o Products	Young & Rubicam, New York
Brilliantone Steel Needle Co. of America	New York	Steel Phono. Needles	Henry Decker, Ltd., New York
Larned, Carter & Co.	Detroit	"Headlight" Overall	C. C. Winningham, Inc., Detroit
Walbert Mfg. Co.	Chicago	Radio Equipment	John H. Dunham Co., Chicago
American Gas Machine Co., Inc.	Albert Lea, Minn.	Electric & Power Washing Machines	Greve Adv. Agency, Inc., St. Paul, Minn.
The Lancaster Tire & Rubber Co.	Columbus, Ohio	Tires	Mumm-Romer-Jaycox, Inc., Columbus, Ohio
Republic Metalware Co.	Buffalo, N. Y.	Cooking Utensils	Mumm-Romer-Jaycox, Inc., Columbus, Ohio
The National Tourists Commission of Cuba	Cuba	Cuban Tours	The Caples Co., Tampa, Fla.
Fioret, Inc.	New York	Perfumes	Pedlar & Ryan, Inc., New York
The Herman Nelson Corp.	Moline, Ill.	Invisible Radiator	Wm. H. Rankin Co., Chicago
The Three Feathers Malt Extract Co.	Cincinnati, Ohio	Malt Extract	M. L. Staadecker, Cincinnati
James Boring's Travel Service	New York	Tours	C. W. Jackson & Co., Inc., New York
Buffalo Lithia Springs Corp.	Buffalo Lithia Springs, Va.	Mineral Water	C. W. Jackson & Co., Inc., New York
De Bower Publishing Co.	New York	Books	C. W. Jackson & Co., Inc., New York
Western Co.	Chicago	Dr. West's Tooth Brushes and "Gainsborough" Hair Nets	Mitchell-Faust Adv. Co., Inc., Chicago

* This company was taken over recently by Postum Cereal Co., New York.

ON THE SAME FOUNDATION

Look into any excavation in New York City, and you will see men driving shafts down to the bedrock on which old Manhattan stands to get a sure foothold for the steel struts that will support the building.

Those are foundation men. The work is thoroughly standardized and is sublet to companies that do nothing else.

When they get through, no matter how well they have done their work, there is nothing you can see. The foundation is necessary, but it isn't the building. The building is still to be built.

Every successful advertising plan is erected on a foundation of facts. The facts are necessary but they are not the advertising.

On the same foundation some men erect skyscrapers; others, gas tanks. Of the same materials some men construct palaces; others, hovels. Out of the same words, some men make platitudes; others, advertisements.

Facts are necessary, but it is the structure erected on the facts that determines the success or failure of the advertising.

CALKINS & HOLDEN, INC.

247 PARK AVENUE · NEW YORK CITY

Advertising
& Selling

The NEWS DIGEST

Issue of
June 30, 1926

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
*E. R. Squibb & Sons.....	New York	Squibb's Cod Liver Oil..	William Douglas McAdam, Chicago
Trimm Radio Mfg. Co.....	Chicago	Radio Accessories	Kling-Gibson Co., Chicago
Colonial Bond & Mortgage Co.....	New Haven, Conn.	Investments	Pratt & Lindsey Co., Inc., New York
Marden-Wild Corp.....	Somerville, Mass.	Cod Liver Oil.....	The Charles Adv. Service, Inc., New York
A. E. Moeller Co.....	Brooklyn	Thermometers and In- cubators	The Charles Adv. Service, Inc., New York
H. A. Lockwood & Co.....	New York	Real Estate	Ferry-Hanly Adv. Co., New York
The Hospital Specialty Co.....	New York	"Fem" and "Femonaps"	James H. Rothschild & Associates, New York
United Light & Fixture Co.....	Brooklyn, N. Y.	Lighting Fixtures	James H. Rothschild & Associates, New York
Commercial Credit Co.....	Baltimore, Md.	Banking	The Green & Van Sant Co., Baltimore, Md.
United Hotels Company of America.....	New York	Hotels	United Adv. Agcy., Inc., New York
Hotel Roosevelt	New York	Hotel	United Adv. Agcy., Inc., New York
The National Mail Order House.....	Montreal, Canada	Mail Order	Marx-Flarsheim Co., Cincinnati
Barton Tailoring Co., Ltd.....	Montreal, Canada	Clothing	Marx-Flarsheim Co., Cincinnati
Commonwealth Shoe & Leather Co.....	Whitman, Mass.	Men's Shoes	F. J. Ross Co., Inc., New York
The Kolynos Co.	New Haven, Conn.	Dental Cream	Reimers & Osborn, Inc., New York
Cleveland & Whitehill Co.	Newburgh, N. Y.	Trousers and Knickers	Reimers & Osborn, Inc., New York
A. P. Babcock Co.....	New York	Toilet Preparations.....	Dorland Agency, Inc., New York
North American Cement Corp.....	Albany, N. Y.	Cement	The H. K. McCann Co., New York
Fischer-Jelenko, Inc.	New York	Capes, Coats, etc.....	M. Spivak Adv. Agcy., New York
Ostrow Relman Silk Corp.....	New York	Silk Dress Goods.....	M. Spivak Adv. Agcy., New York
Wilson Brothers	Chicago	Men's Haberdashery	Charles Daniel Frey Advertising, Inc., Chicago
Foster Bolt & Nut Mfg. Co.....	Cleveland	Bolts and Nuts	Oliver M. Byerly, Cleveland
The American Leather Producers, Inc.	New York	Ass'n of Tanners	Frank Seaman, Inc., New York
American Optical Co.....	Southbridge, Mass.	Optical Goods	Barton, Durstine & Osborn, Inc., New York
The Polymet Mfg. Co.....	New York	Radio Parts	Henry Decker, Ltd., New York
The Ridge Tool Co.....	No. Ridgeville, Ohio	Pipe Wrenches, Cut- ters, etc.	Krichbaum-Liggett Co., Cleveland
The Bertha Studios, Inc.....	Springfield, Mass.	Greeting Cards	J. D. Bates Adv. Agcy., Springfield, Mass.
Snell Mfg. Co.....	Fiskdale, Mass.	Carpenters' Augers	J. D. Bates Adv. Agcy., Springfield, Mass.
Remmers-Graham Co.	Cincinnati	"Antoinette Donnelly"	Potts-Turnbull Co., Chicago
Toilet Products			
The Haskellite Mfg. Co.....	Chicago	Laminated Woods	Russell T. Gray, Chicago
Chamber of Commerce	Tannersville, N. Y.	Summer Resort	Martin Adv. Agcy., New York
American Enameled Brick & Tile Co.	New York, N. Y.	Brick and Tile	Lyddon & Hanford Co., New York

*The advertising of other Squibb products will continue to be handled by N. W. Ayer & Sons, Philadelphia.

NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issuance	Page	Type	Size
"Oil Field Engineering".....	Oil Field Engineering Co.	Petroleum Securities Bldg., Los Angeles, Cal.	June	Quarterly	4 1/2 x 7 1/2		

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

C. W. Jackson & Co., Inc., 175 Fifth Avenue, New York.....	Advertising Agency	C. W. Jackson, Pres. and Treas. Katherine Mooney, Sec'y Fred Michaelson, Director
E. H. Brown Adv. Agcy.....	140 So. Dearborn Street, Chicago.	Advertising Agency
James H. Rothschild & Associates, Inc., 33 Fifth Ave., New York.....	Advertising Service	E. H. Brown, Pres. James H. Rothschild, Pres. Nat C. Wildman, Vice-Pres. and Gen'l Mgr.

PUBLICATION CHANGES AND APPOINTMENTS

"Standard," Watertown, N. Y.....	Appoints Kelly-Smith Co., New York, as their advertising representative in New York, Philadelphia, Boston and Chicago.
"House Furnishing Review," New York, and.....	Will be combined beginning with the August issue.
"Home Equipment," Des Moines, Ia.	
"Six State Golfer," Boston.....	Appoints the Par Golf Group, Chicago, as its advertising representative.
"News," Greensboro, N. C.....	Appoints Cone, Rothenburg & Noee, Inc., New York, as advertising representative for the entire United States and Canada, effective July 1, 1926.
"Farming," Knoxville, Tenn. and	Have merged and will be known as "Southern Cultivator and Farming" with publication offices at Knoxville, Tenn. and Atlanta, Ga.
"Southern Cultivator," Atlanta, Ga.	
Miller Freeman Publications, San Francisco.....	Have purchased the "Western Canner & Packer" of San Francisco

"To rise above mediocrity ~ ~ requires enthusiasm and a determination not to be satisfied with anything short of one's ideals." ~R.R. Updegraff



*Drawn by Rene Clarke for Black, Starr & Frost.
Courtesy of Calkins & Holden, Inc.*

ONLY the master craftsman can cut and polish a rough gem so that all its potential loveliness will be crystallized into a radiant actuality. Only the master engraver can make a finished reproduction that will be the very life and essence of the original. Our engravers are craftsmen of the first order. If your present engraving is but a compromise with what you really desire the services of these men are at your disposal.

The EMPIRE STATE ENGRAVING COMPANY
~ 165-167 William Street. New York ~

Advertising
& Selling

The NEWS DIGEST

Issue of
June 30, 1926

MISCELLANEOUS

Paul Block, Paul Block, Inc., New York.....Has purchased "Blade," Toledo, Ohio, newspaper
"The Buffalo Star"Was merged with the "Buffalo Courier-Express" on Monday, June 21, 1926
Reed Taft BayneHas purchased "News Tribune," Duluth, Minn.
"Tribune," Reading, Pa.....Was purchased by John H. Perry, publisher of "Times," Reading, Pa., who suspended publication of it June 23.
Barrister Publishing Corp., New York.....Has purchased "The Confectioners Gazette," New York
"The New York Times," New York.....Publishing three new rotogravure sections with the Sunday edition:
1—New Jersey section, first number, May 23, 1926.
2—Brooklyn and Long Island section, first number June 20, 1926.
3—Westchester section, first number will be issued June 27, 1926.
H. M. Tucker & Co., Dayton, Ohio.....Name changed to Tuck-Nell Advertising Laboratories..H. M. Tucker,
Partner and Gen'l Mgr.
W. E. Grenell,
Partner and Sales Mgr.
Lord & Thomas and Logan Co., Chicago.....Offices will be located at 400 N. Michigan Avenue,
former headquarters of Lord & Thomas, Inc.
Montana, Inc.New organization to advertise the resources of Montana.C. A. McMonogle, Mgr.
with headquarters at Havre, Mont.
Carpenter & Co., and H. Edmund ScheererHave merged and will be known as Scheerer, Inc.,...H. Edmund Scheerer,
Pres. and Treas.
W. F. Kentnor, Vice-Pres.
A. V. Carpenter, Sec'y

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
Hevey & Durkee.....	Publishers Representatives	17 W. 42d Street, New York	15 W. 44th Street, New York
Joseph E. Hanson Co., Inc.....	Advertising Agency	12 Washington Place, Newark, N. J.	Own Building at 85 Lincoln Park, Newark, N. J.
"Milwaukee Herold" and.....	Publishers	105 Wells Street, Milwaukee	178-184 Seventh Street, Milwaukee
"Sonntagspost"			
W. Austin Campbell Co.....	Advertising Agency	902 Detwiler Bldg., Los Angeles	715 Broadway Arcade Bldg., Los Angeles
W. G. Bryan	Newspaper Service Organiza- tion	25 W. 43rd Street, New York	475 Fifth Avenue, New York

CONVENTION CALENDAR

Organization	Place	Meeting	Date
International Adv. Ass'n (12th District)	San Francisco	Annual	July 5-8
Southern Newspaper Publishers Ass'n	Asheville, N. C. (Grove Park Inn)	Annual	July 6-8
American Photo-Engravers Ass'n	Detroit	Annual	July 22-24
Financial Advertisers Ass'n	Detroit (Hotel Statler)	Annual	September 20-23
Art-in-Trades Club	New York (Waldorf Astoria Hotel)	Annual	Sept. 28—Oct. 27 (Except Sundays)
Window Display Adv. Ass'n	New York (Pennsylvania Hotel)	Annual	October 5-7
American Ass'n Adv. Agencies	To Be Decided at July Meeting	Annual	October 13-14
Direct Mail Adv. Ass'n (International)	Detroit (New Masonic Hotel)	Annual	October 20-22
Audit Bureau of Circulations	Chicago (Hotel La Salle)	Annual	Oct. 21-22

DEATHS

Name	Position	Company	Date
C. Waller Pank.....	Vice-President	MacWhyte Co., Kenosha, Wis.	June 21, 1926
A. George Bullock.....	Vice-President	State Mutual Life Assurance Co., Worcester, Mass.	June 22, 1926
Victor H. Emerson.....	Former President	Emerson Phonograph Co., New York	June 22, 1926
U. T. Hungerford.....	Chairman, Board Directors	of U. T. Hungerford Brass & Copper Co., New York	June 16, 1926

Industrial Sales Methods

*can be as highly developed
as Production Methods*

INTENSIVE, highly efficient production methods are the accepted standard in American industry today.

But intensive and efficient sales and distribution methods are by no means as universally well developed.

Waste, lost motion, unnecessary costs—do these factors take their toll from your sales efforts? They needn't.

Effective sales and advertising methods can be developed to meet the present-day needs of industrial selling. Sound policies and concentration of effort in the worthwhile industrial markets do produce results.

We know, because we have helped a representative group of manufacturers to solve their problems of present-day sales and advertising.

Every client of this agency has enjoyed a consistent, steady growth in sales volume; several have made remarkable advances in a comparatively short time. We are quite content to be judged by results, the work we have done for others. Our present accounts are old, well established concerns; the average length of our association with them is five years, and this organization is not yet ten years old.

The details of what we have accomplished will indicate what we can do for you if you sell to the industrial markets.

You can have these details by asking, without incurring any obligation.

RUSSELL T. GRAY, Inc.

Advertising Engineers
Peoples Life Building
CHICAGO

Telephone Central 7750



Please do not send for
this book unless you
sell to industry.

**Industrial
advertising
exclusively**

